

Newcastle Municipality



Annual Report 2010/2011(Draft)

Volume 1



TOGETHER WE CAN DO IT BETTER

SISONKE SINGENZA OKUNGCONO

SAAM DOEN ONS DIT BETER

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PREFACE

Legislative

Section 121 of the Local Government : Municipal Finance Management Act 56 of 2003 (MFMA) stipulates that “

1. *Every municipality and every municipality entity must for each financial year prepare an annual report in accordance with this Chapter. The council of a municipality must within nine months after the end of a financial year deal with the annual report of the municipality and of any municipal entity under the municipality’s sole or shared control in accordance with section 129.*
2. *The purpose of an annual report is-*
 - (a) *To provide a record of activities of the municipality or municipal entity during the financial year to which the report relates;*
 - (b) *To provide a report on performance against the budget of the municipality or municipal entity for that financial year; and*
 - (c) *To promote accountability to the local community for the decision made throughout the year by the municipality or municipality entity*
3. *The annual report of the municipality must include-*
 - (a) *The annual financial statements of the municipality, and in addition, if section 122 (2) applies, consolidated annual financial statements, as submitted to the Auditor General for audit in terms of section 126 (1);*
 - (b) *The Auditor General report in terms of section 126 (3) on those financial statements.*
 - (c) *The annual performance report of the municipality prepared by the municipality in terms of section 46 of the Municipal System Act;*
 - (d) *The Auditor General’s audit report in terms of section 45 (b) of the Municipal Systems Act.*
 - (e) *An assessment by the municipality’s accounting officer of any arrears on municipal taxes and service charges;*
 - (f) *An assessment by the municipality’s accounting officer of the municipality’s performance against the measurable performance objectives referred to in section 17 (3) (b) for revenue collection from each revenue sources and for each vote in the municipality’s approved budget for the relevant financial year;*
 - (g) *Particulars of any corrective action taken or to be taken in response to the issues raised in the audit reports referred to in paragraphs (b) and (d)*

- (h) Any explanation that maybe necessary to clarify issues that in connection with the financial statements;*
 - (i) Any information as determined by the municipality;*
 - (j) Any recommendations of the municipality's audit committee; and*
 - (k) Any other information as may be prescribed.*
4. *The annual report of a municipal entity must include-*
- (a) The annual financial statements of the entity as submitted to the Auditor General for audit in terms of section 126 (2) on those financial statements*
 - (b) The Auditor General's audit report in terms of section 126 (3) on those financial statements;*
 - (c) An assessment by the entity's accounting officer of any arrears on those financial statements;*
 - (d) An assessment by the entity's accounting officer of the entity's performance against any measurable performance objectives set in terms the service delivery agreement or other agreement between the entity and its parent municipality*
 - (e) Particulars of any corrective action taken or to be taken in response to issues raised in the audit report referred to in paragraph (b);*
 - (f) Any information as determined by the entity or its parent municipality;*
 - (g) Any recommendations of the audit committee of the entity or its parent municipality; and*
 - (h) Any other information as may be prescribed."*

ABBREVIATIONS

BEE	-	Black Economic Empowerment
CBD	-	Central Business District
CBP	-	Community Based Planning
CIF	-	Capital Investment Framework
COGTA	-	Co-operative Governance and Traditional Affairs
DBSA	-	Development Bank of South Africa
DAERD	-	Department of Agriculture, Environmental Affairs and Rural Development
DLTGA	-	Department of Local Government and Traditional Affairs (Now Cogta)
DME-		Department of Minerals and Energy
DOE	-	Department of Education
DOH	-	Department of Housing
DORA	-	Division of Revenue Act
DOT	-	Department of Transport
DWAF	-	Department of Water Affairs and Forestry
EIA	-	Environmental Impact Assessment
EPWP	-	Extended Public Works Programme
EXCO	-	Executive Committee
GGP	-	Gross Geographical Product
GIS	-	Geographical Information System
HIV/AIDS	-	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICC	-	Interdepartmental Co-ordination Committee
ICT	-	Information Communication Technology
IGR	-	Intergovernmental Relations
IDP	-	Integrated Development Plan
IDP RF	-	Integrated Development Plan Representative Forum
IWMP	-	Integrated Waste Management Plan
KZN	-	KwaZulu-Natal
LED	-	Local Economic Development
LGTAS	-	Local Government Turn Around Strategies
LRAD	-	Land Redistribution for Agricultural Development
LUMS	-	Land Use Management System
MEC-		Member of the Executive Council (Local Government and Traditional Affairs)
MDB	-	Municipal Demarcation Board
MFMA	-	Municipal Finance Management Act No. 56 of 2003

MIG	-	Municipal Infrastructure Grant
MSA	-	Municipal Systems Act No. 32 of 2000
MTCF	-	Medium-term Capital Framework
MTEF	-	Medium-Term Expenditure Framework
MTSF	-	Medium-Term Strategic Framework
NHBRC	-	National Home Builders Registration Council
NNTAS	-	Newcastle Turnaround Strategy
NSDP	-	National Spatial Development Perspective
NWMS	-	National Waste Management Strategy
PSEDS	-	Provincial Spatial Economic Development Strategies
PGDS	-	Provincial Growth and Development Strategy
PIMS	-	Planning, Implementation and Management System
PMS	-	Performance Management System
PMU	-	Project Management Unit
PPP	-	Public-Private Partnership
PSEDS	-	Provincial Spatial Economic Development Strategy
PTP	-	Public Transport Plan
RDP	-	Reconstruction and Development Programme
RSC	-	Regional Service Centre
SADC	-	Southern Africa Development Community
SCOPA	-	Standing Committee on Public Accounts
SEA	-	Strategic Environmental Assessment
SDF	-	Spatial Development Framework
SDBIP	-	Service Delivery and Budget Implementation Plan
SDP	-	Site Development Plan
SMME	-	Small, Medium and Micro Enterprise
TA	-	Tribal Authority
TLC	-	Transitional Local Council
VTC	-	Voluntary Testing and Counselling
WSB	-	Water Services Backlog
WCDM	-	Water Conservation and Demand Management
WSDP	-	Water Services Development Plan

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2. Consolidated Infrastructure Plan (Draft) 2008
3. Amajuba IDP Review 2010/11
4. Global Insight Statistics – Amajuba District Municipality
5. Community Survey 2007
6. Newcastle LED Strategy
7. Newcastle SDF 2010/11
8. National Treasury website (www.treasury.gov.za)
9. Local Government Turn Around Strategy
10. Newcastle Municipality Annual Financial Statements 2010/11
11. Newcastle Municipality Consolidated Annual Financial Statements 2010/11
12. Report of the Auditor-General for the Newcastle Municipality for 2010/11
13. Uthukela Water Annual Performance Report 2010/11
14. Newcastle Municipality Annual Performance Report 2010/11
15. All relevant policies and frameworks
16. All relevant legislation

ACKNOWLEDGEMENT

Special Thanks to :

1. *Councillors and officials of the Newcastle Municipality without whose input and support it would not be possible to compile this report*
2. *Officials of Uthukela Water (Pty) LTD for their co-operation*
3. *Officials of the Office of the Auditor-General for support and assistance*

CHAPTER 1

MAYOR'S STATEMENT ON POLICY AND COMMITTMENT



As the Mayor of Newcastle I am deeply humbled and honored to present to you the Annual Report for 2010/11.

I would like to re-iterate what I said in my inaugural address as Mayor of the new Council - During the campaign trail for the Local Government Elections I had visited both rich and poor homes across Newcastle, from Madadeni to Masondeza, Blaauwbosch to Ballengiech, Charlestown to Cavan, Normandien to Mdozo, Aviary Hill to Arbor Park and all parts in between. I had listened to praises about the performance of Newcastle Municipality from some communities but at the same time I also heard the cries of communities that are still longing for the much needed basic services, including housing, water and sanitation, roads as well as electricity. The difference in service delivery and opportunities that some communities experience run so deep, that it seems we share a continent, but not a country. We cannot ignore those voices and must continue not only to hear them, but also plan and act so that all communities of Newcastle can relish the same standard of service delivery.

One of the loudest cries by our communities is the lack of jobs and we will therefore continue to capacitate our departments in order to respond to the Presidents challenge of job creation, we will ensure that every government project in every area will employ people from the very area that they are

developing. We will be devising strategies to access the jobs fund and we will invite businesses to partner with us in this quest. Service providers will have to provide continuous reports on the number of people trained and employed on each project. I encourage that the oversight role not be confined just to Councillors, but that communities also play a vital role in monitoring the performance of the municipality.

We need to address the immediate issues regarding poor service delivery and job creation; it is our responsibility to ensure that the masses of people, who have placed their trust in us, will be well presented in the governance of this Council.

What will Newcastle have to offer a child that is born today in Blaauwbosch in 20 years from now? How can we be certain that such a child will have access to basic services and be equipped with the right skills and knowledge and have access to quality employment? Therefore we need to plan for the future of a sustainable Newcastle. The truth is that we cannot hypothesize that anything will improve in the future unless we act today. Meeting the needs of future generations requires careful planning with a sufficient long-term vision that allows institutions to respond appropriately now with a 10 year or more mindset. It is only with rigorous action by the Municipality and all its social partners that we can assure a future that is sustainable, productive, inclusive and well governed.

In order to ensure that service delivery is improved and implemented to all communities in Newcastle, a strategic approach is required. The strategic approach is meant to highlight the impact that the municipality seeks to achieve its objectives. Various programs have been identified and aligned to the Integrated Development Plan (IDP) priority issues. The IDP Programs were identified and ranked against the National Key Performance Areas (KPA). These were included for monitoring as part of the Performance Management System which forms part of this report. The outputs will promote basic access to infrastructure and service delivery, to improve the standard of living and maintain a high quality of life in Newcastle area and to create a condition conducive to economic development. These results are meant to reflect on the tangible results achieved by the municipality through the implementation of actions plans or operational objectives. The Municipal Turnaround Strategy will also be refined and linked to these programs and strategic objectives in order to ensure continuity and alignment.

I pledge my Governments Primary focus on Human Development and improving the quality of life for all our people. We will continue our budget reformation reports that Newcastle has the second best developmental budget in the country, after the city of Johannesburg. The budget reformation process will see us continuing to reduce expenditure on operations and channeling more money towards capital infrastructure. Since 2009 to 2012, we will be already be spending over R700 million on new capital projects, over and above a new comprehensive approach to maintaining infrastructure that already exists in the suburbs.

Management and staff must be aware that they are held responsible for the quality of service delivery extended to all our residents. This should be done within the context of fiscal responsibility and the highest standards of prudent financial management we have set ourselves. We must be able to continue to account for every cent of public funds and withstand the scrutiny of the Auditor General.

The following achievements are commended :

- Basic service backlog eradication – intensive standpipe installation and water tanker service
- Implementation of a new Financial Management System
- Appointment of critical staff , including that of the Municipal Manager and other senior managers
- Addressing of the water crisis through the approval of the WSDP and WCDM
- Fast tracking of VIP desludging to avoid health risks
- Servicing of informal settlements with basic water and sanitation services
- Roll out of and establishment of Special Programme Fora such as Gender, Youth etc.
- Purchase of additional emergency vehicles, tractors and machinery
- Construction of 35,2km of new tarred roads
- Major resealing and grading of roads as part of the maintenance programme of Council
- The long awaited Upgrading of the Civic Centre (Phase 1)
- Winning the Greenest Municipality in Kwazulu-Natal
- The creation of approximately 1600 jobs through the municipal capital programme and LED initiatives
- The biggest, mostly self- funded capital programme in the history of Newcastle being approved for the 2011/12 financial year
- An intensive public participation process and the early approval of the IDP Review and Budget for 2011/12 in April 2011

Of course, there is concern over the increasing outstanding debt of Council. Whilst it is necessary to fast track revenue enhancement and debt collection strategies as a collective, we cannot ignore the impact of the global economic crisis, high unemployment rate in Newcastle and the average annual growth rate of approximately 4% on indigent support. The call for innovative ways to address this crisis cannot be over-emphasised as the maintenance of a good debtor's book is key to the financial viability of the Municipality.

Whilst a qualification has been obtained by the Auditor-General for the 2010/11 financial year, I remain positive that there has been a drastic improvement compared to the previous years' audit opinion. Newcastle Municipality remains committed to obtaining a Clean Audit by 2014.

It is my hope that all stakeholders from within and outside the municipality will find in this report reason to intensify their input and involvement in the development of Newcastle and its people, and that the

report itself is able to answer questions related to the Newcastle Municipality service delivery programs for the period that is being reviewed.

In conclusion *"We know it well that none of us acting alone can achieve success"* Nelson Mandela (1994). We must work together towards one goal, one vision where there will be basic services available for every community in Newcastle, a Newcastle where every person has food, education, a job ,quality service delivery by all levels of government, peace and justice. Let our commitment as Newcastle Municipality be a catalyst for positive change in the lives of all those who reside in Newcastle.

CLLR AF REHMAN
MAYOR

MUNICIPAL MANAGER'S FORE-WORD



The 2010/11 financial year for the Newcastle Municipality has been an eventful year as presented in this Annual Report.

The Municipality faced many challenges, ranging from the eventful Fifa World Cup at the beginning of the financial year, the roll out of the Municipal Turnaround Strategies and then culminating in the 4th democratic elections for local government in April 2011.

It was inevitable that these national and administrative imperatives would impact on the organisation as whole. The Municipality, especially the administration was under extreme pressure to ensure that the IDP and Budget were approved timeously as the approval process coincided with the elections.

Furthermore, the municipality was faced with the service delivery challenge of implementing the biggest budget in the history of the municipality.

The Administration has left no stone unturned to explore options to ensure that service delivery was not interrupted and that as far as possible service delivery targets were met.

Great emphasis was placed on innovative ways to fast track the Capital programme and to ensure that critical posts were filled to implement on the operational goals of the municipality.

Notwithstanding these challenges and the fact the a qualification from the Auditor-General on the financial statements of the Municipality, I am pleased to announce that the Newcastle Municipality has in fact made significant progress in its performance, especially in so far as eradication of backlogs is concerned. Furthermore, there have been major developments in speeding up capital development and increasing the net asset value of the municipality.

This Annual Report therefore attempts to highlight achievements made by the Newcastle Municipality in implementing and reporting on both National priorities and the Service Delivery objectives. It goes further to identify gaps for improvement and lessons learnt to improve service delivery processes.

K MASANGE (MR)
MUNICIPAL MANAGER

ASSESSMENT OF ANY ARREARS ON MUNICIPAL TAXES AND SERVICE CHARGES BY MUNICIPAL MANAGER

There was no significant change in the monthly pay factor during the year under review, indicating that the accountholders paying their accounts in the previous financial year, on the whole, continued paying their accounts in the current year. The accountholders not previously paying their accounts appear to still not be paying their accounts.

The electricity supply in the Municipality's area of supply is terminated on a monthly basis for non-payment of municipal services; however, in the area where Council does not supply electricity the increase in the outstanding debtors of the municipality can be attributed mainly to the lack of credit control and debt collection regarding water consumption.

There are huge water leaks in part of the community's infrastructure, as well as leaks within the respective properties. Council has not yet addressed the restriction of water to 6Kl per month to the indigent households, as well as taking no punitive action against the accountholder who is not paying the monthly water consumption account. The accumulating debt is attributed mainly to the above, whilst the other problem encountered is that of deceased estates not being properly wound up and the property being legally transferred to the new owner with the Registrar of Deeds office.

A pilot project consisting of 1 000 households is currently underway, which will identify the required policy amendments and changes in current procedures for when rolling out the installation of water flow regulators to the entire community thereafter. In terms of the project the water leaks are fixed, and the indigent status rectified where necessary. If the household is genuinely indigent, the water will be restricted to 12Kl and the monthly account will be fully subsidized. Zonal meters have been installed as part of this project to cover the water distribution to the 1000 households to ensure that leaks that area between the zonal meters and individual meters are identified and fixed.

The successes of the above project will determine the way forward in rolling out the project to the entire community thereafter. The aforementioned project is implemented together with an extensive community communication campaign to educate the community with regard to fixing leaks on own property and being financially accountable for the use of the municipal resources, together with looking after a valuable natural resource.

The legal section of the Municipality is investigating the way forward with regard to the winding up of Deceased Estates to eliminate the further accumulation of debt in this regard.

The Debt Collection, Credit Control and Customer Care Policy is reviewed annually and will be updated in terms of the requirements of the Revenue Enhancement Strategies, once finalized.

Debt escalation has been controlled to a certain extent by the implementation of the Council's existing Debt Collection, Credit Control and Customer Care Policy. The debt collection section encourages the debtors to make payment arrangements where possible, but in other instances applies for emolument attachment orders, writs of execution, etc.

VISION

The Vision of the Newcastle Municipality is :

**“NEWCASTLE MUNICIPALITY –
Together We Can Do it Better”**

Translated into isiZulu, the Vision reads as follows:

“Sisonke – singenza okugcono”

Translated into Afrikaans, the Vision reads as follows :

“Saam doen ons dit beter”

MISSION STATEMENT

The Mission of the Newcastle Municipality is:

“Newcastle Municipality commits itself to render sustainable services, promote economic growth and achieve financial stability through Community Participation”

VALUE SYSTEM

It was considered appropriate to develop and promote organisational culture as follows :

- ❖ **N**ATION BUILDING
- ❖ **E**QUITY
- ❖ **W**ELLBEING
- ❖ **C**USTOMER SATISFACTION
- ❖ **A**CCOUNTABLE
- ❖ **S**USTAINABLE
- ❖ **T**RANSSPARENT
- ❖ **L**EADERSHIP
- ❖ **E**FFICIENT/EFFECTIVE/ECONOMICAL/EXCELLENCE

HIGH LEVEL STRATEGIES

Our high level strategies which have been rationalised since 2006 are :

Table 1 High Level Strategies

NATIONAL KPA	GOAL/OBJECTIVES
Basic Services	Maintain existing levels of services
	Eradicate basic services backlogs in line with resources available to align to National Targets
	Extend services to previously un-serviced areas
	Clarify roles and responsibilities in respect of Powers and Functions
	Develop and /or review sector plans
	Centralise Project Management Unit
Institutional Development and Transformation	Finalise restructuring processes (Micro Structure)
	Develop and review HR strategy and/or policies
	Fill critical positions
	Review and implement Workplace Skills Plan and Employment Equity Plan

NATIONAL KPA	GOAL/OBJECTIVES
	Address competency standards of senior managers
	Finalise additional office requirements
Good Governance and Public Participation	Establish Oversight Committee/SCOPA
	Functional Audit Committee
	Address issues raised by the Auditor General
	Improve Batho Pele and Corporate image
	Enhance communication and feedback processes via Ward Committees and other Fora
	Incorporate and implement LG TAS
Financial Viability	Improve payment factor
	Finalise and implement revenue enhancement strategies
	Finalise and implement Financial Plan
	Fast track implementation of new financial system
	Monitor compliance with MFMA requirements

NATIONAL KPA	GOAL/OBJECTIVES
	Centralise Supply Chain Management Process
Local Economic Development	Mainstreaming of LED
	Review and implement LED Strategy
	Fast track programmes for SMME development
	Develop and implement Marketing and Business Retention and expansion Strategy
	Review institutional options for LED
	Mainstream EPWP to meet National targets
Spatial and Environmental Planning	Develop and/or review SDF and EMP
	Implement Urban Renewal Strategy
	Finalise LUMS
	Develop area based plans for all Primary and secondary development nodes
	Integrate all projects and programmes through the GIS

NATIONAL KPA	GOAL/OBJECTIVES
	Law enforcement for all planning bylaws
	Align and Stimulate investment and economic growth through corridor planning to PSEDS and NSDP

CHAPTER 2

MUNICIPAL OVERVIEW

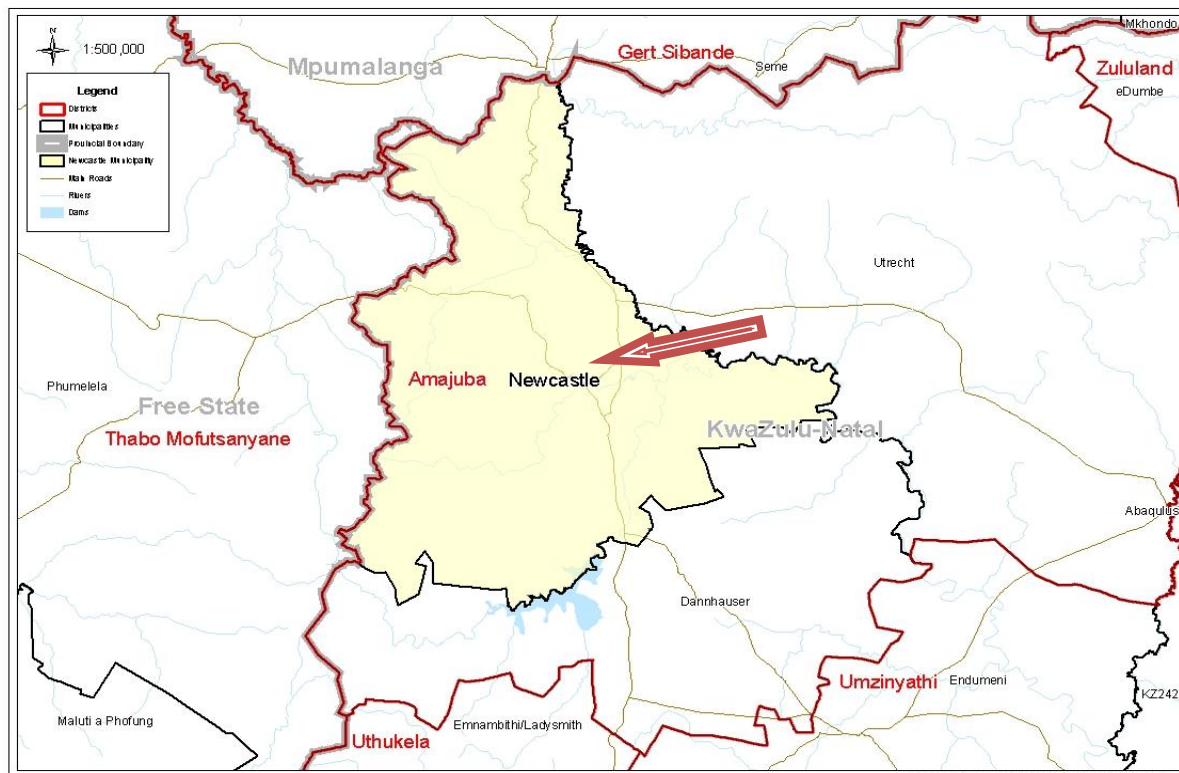
LOCALITY AND BACKGROUND

Newcastle is the third largest urban center in KwaZulu-Natal South Africa, is categorized as a Secondary city and is the biggest municipality within the Amajuba District. Newcastle is located in the North West corner of the province along the Ncandu River and is moderately industrial. The upper part of the Drakensberg mountain range curls along the west side of the town. The town was strategically placed in 1854 by the Surveyor General of the Natal Colony, Dr PC Sutherland. The town was later known as the Waterfall River Township because of the Ncandu River. In 1864, the town of Newcastle was founded on the site, becoming the fourth town to be established in Natal. The Town was named after the British Colonial Secretary, the Duke of Newcastle.

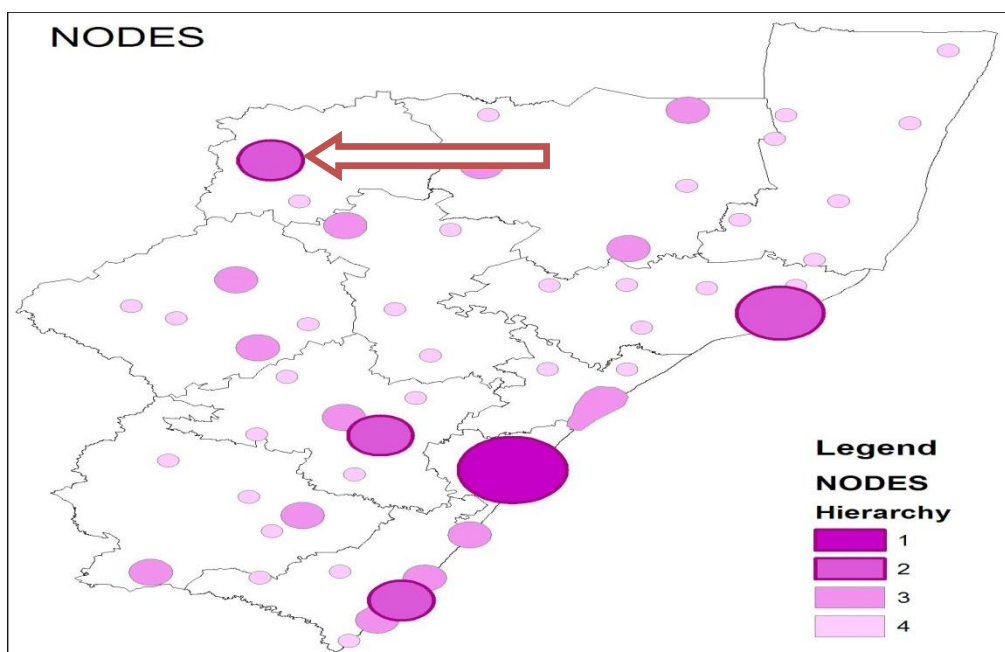
Newcastle functioned as a major transport junction and popular stopover for wagons and post chaises during the late 1800s. In 1890, the first train arrived in Newcastle. In 1891, Newcastle was declared a borough. The discovery of coal brought a new era of prosperity to the town and several ambitious building projects were planned for Newcastle in the late 1900's.

The total population for Newcastle in 2010 is estimated at 539228, projected from the 2001 stats at an average annual growth rate of 3.5% compared to the provincial year on year growth of 2,8% as at December 2009. This is also higher than the estimated population as per Community Survey 2007 results which indicates a decline in population growth. Newcastle has experienced an influx of people in the past few years and this is evident in the increase in the informal settlement population, as well as an increase in the number of residential buildings (includes town houses) occupied.

The Newcastle Municipality is made up of 31 wards with the majority of the population (approximately, 78%), resident in the previously disadvantaged R293 townships of Madadeni, Blaauwbosch and Osizweni areas to the East - which is now a primary development corridor of the Municipality. One of the biggest challenges that the municipality faces is equitably integrating the East to the former established area of Newcastle to the West.



In terms of the Provincial Spatial Economic Development Strategy, Newcastle is identified as a secondary investment node, clearly with the potential to address some of the poverty concentrations found within the area.



Wards 1,6 12,15,16,18 and 31 have been identified as rural wards compared to the other 24 wards being identified as urban wards.

POLITICAL AND ADMINISTRATIVE GOVERNANCE

The Newcastle Municipality is a Category B Municipality as determined by the Demarcation Board in terms of Section 4 of the Municipal Structures Act, 1998. The municipality functions under the Collective Executive system, consisting of 9 members. The Mayor is elected from the Executive Committee. The Council consists of 61 councillors of which 10 are full-time councillors. Of the 61 councillors, 31 are ward elected councillors with the remaining 30 elected as proportional representation councillors. The Council has five Portfolio Standing Committees, with members of the Executive Committee serving as a Chairperson and Deputy Chairpersons.

FUNCTIONAL ANALYSIS

In order to maximise administrative and operational efficiency, all powers subject to section 32 of the Local Government : Municipal Structures Act 1998, not otherwise delegated, have been delegated to the Executive Committee excluding the following :-

- Approval of an Integrated Development Plan
- Passing of by-laws
- Approval of budgets
- Imposition of rates and other taxes, levies and duties
- Raising of loans

The following councillors have been designated as full-time councillors :-

- Speaker
- Members of the Executive Committee
- Chief Whip

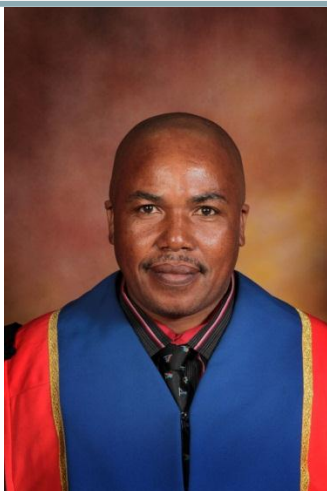
The Speaker is also Chairperson of the whips committee.

ANALYSIS OF MEETINGS

Council meetings	9
Special Council meetings	7
Executive Committee meetings	8
Special Executive Committee meetings	27
Number of reports considered by Executive Committee	324
Number of resolutions formulated	287
Number of recommendations to Council	37

COUNCIL REPRESENTATION

The 4 fourth local government elections fell within the financial year under review. Local Government Elections was held on the 18th May 2011. As a result, the term of office of the old Council ended on the 17 May 2011, with the new Council taking office from the 30th May 2011.



The Speaker of Council : Councillor M F Zikhali

The following table reflects the composition of Council in terms of party representation and gender representation over the term of both the old and new Council.

PARTY NAME	1 JULY 2010 – 17 MAY 2011			30 MAY 2011 – 30 JUNE 2011		
	NUMBER	MALE	FEMALE	NUMBER	MALE	FEMALE
ACDP	1	-	1	-	-	-
ANC	31	22	9	33	22	11
AZAPO	-	-	-	3	3	-
DA	6	4	2	5	3	2
FF+	1	1	-	-	-	-
FCON	4	3	1	1	1	0
IFP	17	13	4	12	8	4

NFP	-	-	-	5	4	1
RLP	1	1	-	2	2	0
TOTAL	<u>61</u>	<u>44</u>	<u>17</u>	<u>61</u>	<u>43</u>	<u>18</u>

The full time Chief Whip of Council is Councillor SM Thwala.

EXECUTIVE COMMITTEE MEMBERS AND THEIR PORTFOLIOS FOR THE PERIOD 1 JULY 2011 – 17 MAY 2011

The portfolio committees are aligned to the macro structure of the municipality as follows :

- ✓ Portfolio Standing Committee : Finance
- ✓ Portfolio Standing Committee : Community Services
- ✓ Portfolio Standing Committee : Corporate Services
- ✓ Portfolio Standing Committee : Development Planning and Human Settlements
- ✓ Portfolio Standing Committee : Technical Services

Each Portfolio Committee is chaired and deputy chaired by a member of EXCO .

For the period 01 July 2010 to 17 May 2011, the Executive Committee was constituted as follows :-

PORTFOLIO	CHAIRPERSON	DEPUTY CHAIRPERSON
Mayor and Finance WEF 15/03/10	Cllr. A.F. Rehman	-
Deputy Mayor WEF 15/03/10	Cllr. N.J. Hadebe	-
Community Services	Cllr. P.H. Mbatha-Cele	Cllr. M.E. Zwane
Corporate Services	Cllr. N.J. Hadebe	Cllr. C.L. Dube
Development Planning and Human Settlements	Cllr. T.A. Makhoba	Cllr. R.B. Ndimba
Technical Services	Cllr. G.A. Mncube	Cllr. B.J. Liebenberg

EXECUTIVE COMMITTEE MEMBERS FOR THE PERIOD 30 MAY 2011 – 30 JUNE 2012

Due to the new Council still being new and undergoing induction, Portfolio Committees were not established by the 30 June 2011. However the following Councillors were nominated for the EXCO:-

EXCO MEMBERS	PARTY
Cllr A F Rehman -Mayor	ANC
Cllr R M Mdluli - Deputy Mayor	ANC
Cllr T Z Hadebe	DA
Cllr N P Kunene	ANC
Cllr S B M Lukhele	NFP
Cllr R B Ndim	IFP
Cllr B S Ntombela	ANC
Cllr M Shunmugam	ANC
Cllr J A Vorster	IFP

ADMINISTRATIVE GOVERNANCE

The following positions were held as at the 30 June 2011 :

Municipal Manager	Mr K Masange
Chief of Operations	Mr B E Mswane
Executive Manager : Legal Services	Mr EM Nkosi
Head : Internal Audit	Mr S V Ngwenya
Strategic Executive Director : Finance	Mr MJ Mayisela
Strategic Executive Director : Technical Services	Mr S B Dube
Acting Strategic Executive Director : Community Services	Mr E M Nkosi
Acting Strategic Executive Director : Development Planning and Human Settlements	Mr EJ Nyathikazi
Acting Strategic Executive Director : Corporate Services	Mr E Hauptfleisch

CORPORATE GOVERNANCE

PUBLIC PARTICIPATION

The functional public participation structures of the municipality are :

- ✗ IDP/PMS Co-ordination Committee through the District
- ✗ Planning Co-ordination committee
- ✗ AFLED and Sub-structure (Agriculture, Tourism, Industry)
- ✗ ICT Co-ordination Forum
- ✗ GIS Co-ordination Forum
- ✗ District wide Sector Plans
- ✗ Siyenza Manje
- ✗ IDP Representative Forums
- ✗ Traditional Leaders
- ✗ Landowners – JBC Steering Committee
- ✗ Ward Committee Structures - 31 wards
- ✗ Pilot Ward 15 – CBP – Newcastle

The draft Public Participation Policy is in the process of approval after public comments were received. A hearing is to be arranged to consider the comments received and finalise the policy framework.

Accordingly, the need to restructure the IDP RF has been identified for the following reasons :

- ✗ IDP RF already a structure- mandate to represent community – without a formal Terms Of Reference
- ✗ Structure formed by elected members of community(ward committees and councillors), stakeholders, civil organizations, interest groups (ratepayers association)
- ✗ Sector departments represented but most do not attend – IGR issues being addressed through IGR Technical Task Team and Flagship Program
- ✗ Matters discussed on this forum not only IDP related- service delivery and public participation
- ✗ Members of RF already serve in more than one structure
- ✗ Group and organize sectors to ensure integration and co-ordination
- ✗ streamline developmental issues via one Forum

Recommendations for the a new Public Participation Forum are therefore :

- ✗ Formulation of a Forum that will consist of all stakeholders who will look into matters of community participation and service delivery
- ✗ Operate with a formal Terms Of Reference (TOR) for the forum
- ✗ Register representatives in the forum-as per criteria set out in the TOR
- ✗ Ensure that sector departments are involved with a mandate to take of decisions
- ✗ Promotion of report back mechanism to ensure two-way communication

WARD COMMITTEE STRUCTURES

Section 152(1)(e) of the Constitution of the Republic of South Africa, read together with Section 72 (1) and (2) of the Municipal Structures Act (Act 117 of 1998) give a direct mandate to Municipalities to encourage the involvement of communities and community organizations in matters of local government and to establish community participatory systems.

Sections 8 (g and h), 9 (f) and 72 of the Structures Act, authorise Municipalities to establish ward participatory systems as mechanisms to enhance participatory democracy in local government.

Accordingly, 31 ward committees are operational in the Newcastle Municipality. A Ward Committee consists of the relevant Ward Councillor, who automatically assumes chairpersonship of the committee, and ten (10) other members. This composition is in terms of Section 73 (2) (a) and (b) of the Municipal Structures Act, which further states that the other ten (10) members should be elected into the Ward Committee.

All of these wards combined at a municipal wide level shall constitute a Region.

The region shall be divided into three (3) zones, viz;

- (a) Zone A which will have 10 wards.
- (b) Zone B which will have 10 wards.
- (c) Zone C which will have 11 wards.

The Ward Committee system shall be structured according to the following fora:

- (a) Regional Ward Committee Fora,
- (b) Zonal Ward Committee Fora,
- (c) 31 Ward Committees.

A public Participation unit established in the Office of the Municipal Manager and supports the Speaker, is responsible to ensure that the ward committees are functional in line with an approved Ward Committee policy.

IDP PARTICIPATION AND ALIGNMENT

In order to ensure certain minimum quality standards of the Integrated Development Plan (IDP), and a proper coordination between and within spheres of government, the preparation of the Process Plan has been regulated in the Municipal Systems Act (2000). The preparation of a Process Plan (Annex 1), which is in essence the IDP Process set out in writing, requires the adoption by Council no later than the 31st August 2010. This plan includes the following:

- A programme specifying the time frames for the different planning steps;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;
- An indication of the organisational arrangements for the IDP process;

- Binding plans and planning requirements, i.e. policy and legislation; and
- Mechanisms and procedures for vertical and horizontal alignment
- Focus areas for review

In line with the imminent local government elections and the impact this may have on the approval of the IDP and Budget, the IDP/Budget/PMS Process Plan was accordingly revised in February 2011 in line with guidelines of National Treasury. As a result – certain processes were reviewed and brought forward. Notwithstanding this - every attempt has been to align the IDP and Budget preparation process, and the Performance Management System (PMS) review.

The IDP/budget/PMS linkages are illustrated below :

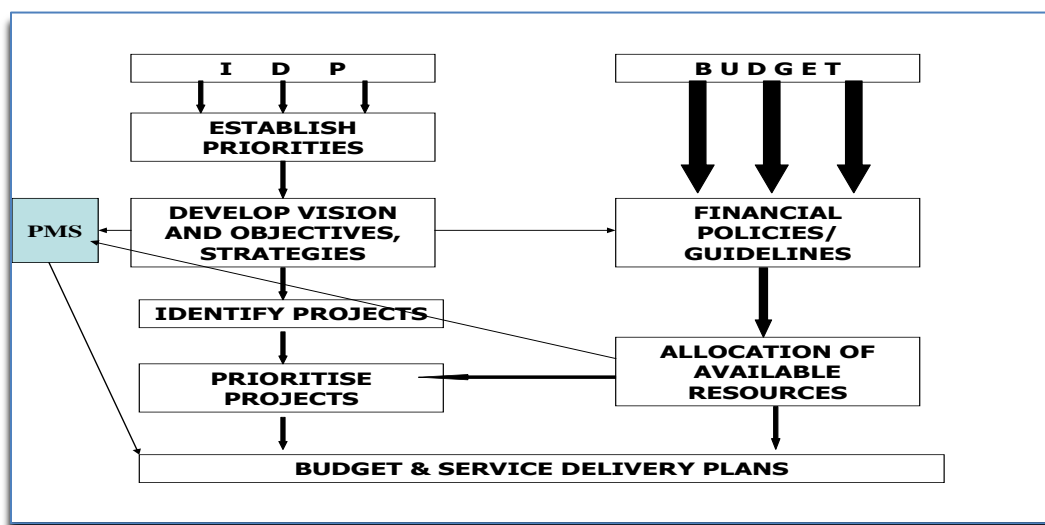


Figure 2 : IDP/BUDGET/PMS Linkages

INTERNAL CO-ORDINATION

THE INTERDEPARTMENTAL CO-ORDINATION COMMITTEE (ICC)

The Inter -departmental Co-ordination Committee (ICC) acts as a support to the Manco, making technical decisions and inputs, to the IDP Process. This ICC, as well as the Public Participation Forum is in the process of being reconstituted as part of this IDP preparation process.

The terms of reference for the ICC are as follows:

- ✗ Plan, co-ordinate and integrate, report and monitor and review activities associated with the IDP, PMS and Budget ;
- ✗ Commission research studies as may be required;
- ✗ Considers and comments on:
 - Inputs from sub-committee/s, study teams and consultants;
 - Inputs from provincial sector departments and support providers; and
 - Input from Ward Committees
 - Input from Public Participation Forum members.
- ✗ Processes, summarise and document outputs;
- ✗ Makes content and technical recommendations; and
- ✗ Prepare, facilitate and document meetings.

WARD COMMITTEES

The primary objective of the ward committee is to enhance public participation of the community of Newcastle in the programmes of the Municipality.

There are 310 ward committees representing 31 wards. The composition of ward committees takes into cognizance issues of gender, disability groups, civil society, religious groups and any other organized groups within the community.

Due to lack of resources - Community based planning could not be pursued for this review. It is likely that a phased approach will be used in future years.

THE PUBLIC PARTICIPATION FORUM (PPF)

The IDP Public Participation Forum (IDP RF) will be constituted as part of the preparation phase of the IDP and will continue its functions throughout the annual IDP Review processes. The proposed composition of the PPF is as follows:

- ✗ EXCO members;
- ✗ Councillors;

- ✗ Traditional leaders;
- ✗ Ward Committee Chairpersons;
- ✗ Senior Municipal Officials;
- ✗ Stakeholder Public Participations of organised groups;
- ✗ Advocates of unorganised groups;
- ✗ Resource persons;
- ✗ Other community Public Participations;
- ✗ National and Provincial Departments regional Public Participations;
- ✗ NGO's; and
- ✗ Parastatal organisations.

The terms of reference for the PPF is as follows:

- ✗ Represent the interest of the municipality's constituency in the IDP, PMS and Budget process;
- ✗ Provide an organisational mechanism for discussion, negotiation and decision making between the stakeholders inclusive of municipal government;
- ✗ Ensure communication between all the stakeholder Public Participations inclusive of municipal government; and
- ✗ Monitor the performance of the planning and implementation process.

INTERGOVERNMENTAL RELATIONS

THE INTERGOVERNMENTAL RELATIONS (IGR) TECHNICAL TASK TEAM

The objectives of the Intergovernmental Relations technical Task Team consisting of senior managers from all sector departments operating with the Newcastle Municipal boundaries is to primarily engage each other on matters of common interest and make informed decisions relating to development in the Newcastle area of jurisdiction.

This forum is also aimed at sharing information and knowledge between the three spheres of government.

Of relevance of this Task team is the integration and co-ordination efforts to make the Medium Term Expenditure Framework and municipal budget to be in sync with the priorities as identified through the community.

Furthermore – proposals to integrate the Premiers Flagship Programme on the War on Poverty as part of the the IGR technical task team efforts have been made.

BATHO PELE

Batho Pele is facilitated through the Office of the Municipal Manager via the Public Relations officer. The emphasis is on Batho Pele awareness workshops to ensure effective and efficient service delivery.

The post of PRO is vacant since March 2010, but is in the process of being filled.

SPECIAL PROGRAMMES

The Newcastle Local Municipality Special Programmes Framework gives direction regarding the operational guidelines and highlights the strong motive behind the development of the Special Programmes Department, which is placed in the office of the Municipal Manager.

The Special Programmes Department aims to redress previous imbalances, create equal opportunities, and promote accessibility, transparency and accountability of target groups development programmes. It comprises of cross-cutting issues, as far as service delivery is concerned. The design and implementation of these programmes provide are more sustainable environment. Both the political and administrative wings have a critical role to play in the effectiveness of this psychologically tuned mandate.

In 2009 the National Government formed and introduced the Ministry of Women, Youth, Children and Persons with Disability. It was noted that the new Ministry would be the central co-coordinating point for the advancement and protection of the rights of women, youth and persons with disabilities, and the co-ordination of compliance with South Africa's obligations under international instruments.

The **vision** is to achieve "a fully inclusive society free from unfair discrimination, abuse and exploitation". The core strategic objectives were outlined as follows:

- ✗ protection and promotion of human dignity and equality
- ✗ Creating an enabling environment for empowerment and advancement
- ✗ Advocating an inclusive society
- ✗ Preventing and eliminating unfair discrimination against the target groups and oversight and coordination of programmes.

In 2006 the Newcastle Local Municipality Executive Committee took a resolution to give birth to the Special Programmes.

OPERATIONAL PERSPECTIVE

The central function of the *Special Programmes Manager* is to ensure the integration of HIV/AIDS, youth, gender, senior citizens, disability and child rights issues into all of Government's structures, processes, methods and strategies; as follows:

- ✗ **Management, development and implementation** of special programmes (gender, youth, persons with disabilities, children and HIV/Aids).
- ✗ **Strategic Planning** ensure that the cross cutting Special Programmes issues are considered in the Newcastle Municipality's strategic development meetings.
- ✗ **Policy Formulation and Analysis** assists in identifying gaps in policy development and implementation of HIV/AIDS, youth, gender, disability, senior citizens and child rights policy and thus conducting consultation around impact related legislation.
- ✗ **The provision of strategic support** in order to ensure the implementation of fast-track transformation initiatives within Newcastle.
- ✗ The **promotion of Newcastle Municipality's image** and effective maintenance of relations with internal and external stakeholders, thus establishing and maintaining effective consultation strategies.
- ✗ **Mainstreaming** is a central function of the special programmes with the objective of ensuring that the municipality complies.
- ✗ **Co-ordination** of all programmes through regular meetings and focal points at the municipal level i.e. the Newcastle community
- ✗ **Monitoring and evaluation** generates municipal, zonal, and wards reports, which provide progress reports made against benchmarks
- ✗ **Capacity-building** is aimed at strengthening municipal's systems, processes and structures to ensure delivery sensitive to HIV/AIDS, youth, gender, disability, senior citizens and children's rights

- ✗ **Advocacy** in terms of conducting public awareness and education for the promotion of mainstreaming HIV/AIDS, youth, gender, disability, senior citizens and children's rights issues in government programmes; with extensive campaigns associated with national days
- ✗ **Liaison and networking** actively in attending district, provincial, national and international conferences.
- ✗ **Financial management** to ensure that the special programmes are budgeted.
- ✗ **Economic upliftment** ensures that the Newcastle Municipality reflects target groups considerations in the business plans.

The Special Programmes Unit is responsible to oversee the following sub divisions:

SUB DIVISION ON THE STATUS OF GENDER (SSG)

Mandate: To ensure that the Newcastle Local Municipality lives up to its constitutional, political and international commitments by translating these into measurable and meaningful programmes, thereby making a non-sexist society a reality.

Vision: To develop an enabling environment that will guarantee gender equality, thereby empowering women to have equal access to opportunities and resources that will enhance the quality of their lives.

Mission: The SSG was created to establish mechanisms that will advance the Newcastle Local Municipality towards gender equality.

Strategic Objectives:

- ✗ To advance a national policy on gender equality
- ✗ To prioritise key concerns and initiate policy and action-oriented research relevant to gender mainstreaming.
- ✗ To advise and brief the Council on all matters pertaining to the empowerment of women and men.
- ✗ Promote compliance with institutionalized days
- ✗ To liaise between NGOs dealing with women's and gender issues and Council.
- ✗ To liaise between district, provincial, national and international.
- ✗ To work with departments, provinces and all publicly funded bodies in mainstreaming gender in policies, practices and programmes
- ✗ To develop key indicators for measuring the local progression towards gender equality
- ✗ To arrange for training in gender analysis and gender sensitization
- ✗ To act as a catalyst for Affirmative Action with respect to gender equality
- ✗ To initiate and promote cross-sectoral action on cross-cutting issues such as the girl child, violence against women and HIV and Aids
- ✗ To facilitate awareness-raising and confidence-building among women at all levels

- ✗ To provide a co-ordination framework for the effective implementation of the gender programme at the local and ward levels.
- ✗ To consult and liaise with civil society.

A Women's Forum was established in August 2010, with a Men's Forum being subsequently established in September 2010. Both Committees are now functional.

SUB DIVISION ON THE STATUS OF DISABLED PERSONS (SSDP)

The SSDP has, established the interim Disability Forum. The Forum comprises of Persons with Disabilities and the government's focal persons.

Mandate: To ensure that all disability issues including the objectives of the Integrated National Disability Strategy (INDS), provincial and other local initiatives relating to disability are incorporated into all policies and programmes of all spheres of the Newcastle Local Municipality.

This also applies to all line departments within all spheres of Government. The mandate is primarily derived from the Constitution, the political and transformation objectives of Government; namely "creating a better life for all" and the INDS.

Vision: To have an environment that does not disable any human being in what ever way.

Mission: To actively engage persons with Disabilities in all decision making structures. Consequently, they will not experience discrimination.

Strategic objectives:

- ✗ Development and implementation of the Newcastle's policies and programmes, which incorporate and are inclusive of disability issues and disabled persons
- ✗ Increase in number of disabled persons productively engaged in the economy and contributing to municipality.
- ✗ Develop the implementation of monitoring and evaluation systems and processes to include disability-specific indicators and measures relating to improving the lives of disabled persons
- ✗ Capacity-Building:
- ✗ Disability desks/focal points functioning effectively
- ✗ Newcastle Municipality contributes to and delivers on district, provincial, national and international commitments.
- ✗ Stronger co-operative relationship between Government, the private sector and other role-players in the disability sector

- ✗ Increased public awareness on disability issues.

SUB DIVISION ON THE RIGHTS OF THE CHILD (SRC)

Mandate: To ensure that the Newcastle Municipality lives up to its Constitutional, political and international children's rights commitments - by translating these into measurable and meaningful programmes. As a result Newcastle Municipality will be transformed into a society that affords children equal access to protection and development opportunities.

Vision: A child centred approach in Newcastle's governance processes, especially on issues which are directly or indirectly influential to children's well being.

Mission: To engage children on all issues possible.

Strategic objectives:

- ✗ Develop municipal framework for the advancement and coordination of children's rights delivery
- ✗ Mainstream a child-centred approach to policy, planning, programming, communication and funding process in the Newcastle Municipality.
- ✗ Facilitate mainstreaming capacity building for children's rights focal points in the Newcastle Municipality
- ✗ Advocate for children's rights delivery in the municipality.
- ✗ Coordinate integrated children's rights policy implementation in government.

SUB DIVISION ON THE OFFICE OF YOUTH (SOY)

In 2009 the Newcastle Youth Council was formed, and represents people between 14 and 35 years. The structure was formed through five zones: Osizweni, Madadeni, Blaaubosh, Newcastle inner city and Charlestown. The Newcastle Youth Executive Committee consists of 13 members. The following documents were prepared: Newcastle Youth Council Constitution and the Newcastle Youth Council Finance policy

Mandate: To achieve integrated and mainstreamed youth development in all organs of the Newcastle Municipality, private sector and civil society, for sustainable livelihoods.

Vision: strategically empowered youth, who are able to make informed decisions.

Mission: To initiate, facilitate, implement, coordinate and monitor youth development interventions aimed at reducing youth instability (unemployment, confusion,) and promoting social cohesion.

Strategic Objectives

- ✗ Facilitate mainstreaming of youth development within the Newcastle Municipality.
- ✗ Co-ordinate integration of youth into all stakeholders' programs
- ✗ Formalise, monitor and evaluate the Youth Policy
- ✗ Facilitate and monitoring of youth targeted programs within the municipality
- ✗ Provide support and advice to the Directorates within the department and thereby ensuring that issue affecting youth are addressed within the core and transversal functions of the department
- ✗ Guide efforts and facilitate economic participation and empowerment, and achievement of education and training.
- ✗ To partner with the municipal departments, the private sector and non-governmental organisations and community based organisations.
- ✗ To initiate programmes directed at poverty alleviation, urban and rural development and the combating of crime, substance abuse and social decay amongst youth.
- ✗ To develop annual priority programmes for youth development would be developed.
- ✗ To promote a uniform approach by all bodies, public and private, relating to youth development.

A Youth Strategic Plan was developed in July 2010 and implementation thereof is in progress.

SUB DIVISION ON THE STATUS OF HIV/AIDS (SS-HIV/AIDS)

In 2003 the Newcastle Municipality developed an HIV/AIDS Strategy and was incorporated in the 2004/2005 IDP review. This gave rise to the Local AIDS Council in 2005.

In 2007, the Newcastle Municipality was number one in the KwaZulu Natal HIV/AIDS prevalence list. This posed a huge threat and the Newcastle Municipality had to speed change. It was in that struggle that the HIV/AIDS summit was held which was followed by the establishment of the four strategic pillars: Orphans and Vulnerable Children, Prevention; Care and Support for people living with HIV/AIDS, Research and Monitoring. All these pillars are headed by the relevant government departments, except the Research and Monitoring which is lead by the research organization.

Mandate: To eradicate HIV/AIDS and cater strategically for the directly infected and affected.

Vision: A free HIV/AIDS Newcastle

Mission: To equip the Newcastle community with proper skills, knowledge and attitudes to deal with HIV/AIDS, consequently, reducing the rate of HIV/AIDS infections and enhancing the economy.

Strategic Objectives:

- ✗ Coordinating the Local Aids Council
- ✗ Organize HIV/AIDS related workshops.
- ✗ Organize and implement programmes relating to People Living with HIV/AIDS.
- ✗ Comply with the national event dates.
- ✗ To coordinate and administer HIV/AIDS programmes.
- ✗ Ensure sustainable livelihood of HIV/AIDS programmes.
- ✗ Conduct community needs assessment
- ✗ Identify priority HIV/AIDS projects
- ✗ Ensure conduction of research on the HIV/AIDS
- ✗ Establish and maintain strategic partnership
- ✗ Develop community participation programmes
- ✗ Conduct or coordinate capacity building programmes for the staff and the public.

SUB DIVISION ON THE STATUS OF SENIOR CITIZENS (SSSC)

Older persons are a target group in the community as a result of a lifetime of hardship, high susceptibility to chronic diseases and the ageing process itself. Some are dependent on cares for survival. This programme is grounded within a Human Rights Framework. Older Persons have the right to self-determination and fulfillment, dignity and respect, personal security

Mandate: To ensure that senior citizen do not feel discriminated in Newcastle.

Vision: To environment that is sensitive to the needs of senior citizens.

Mission: To engage the senior citizen in decision making structures, thus addressing their needs.

Strategic Objectives:

- ✗ Maintain and protect the rights of older persons
- ✗ Shift the emphasis from institutional care to community – based care and support in order to ensure that an older person remains in his or her home within the community for as long as possible.

- ✗ Facilitate the registration, establishment and management of community – based care and support services as well as the establishment and management of residential facilities.
- ✗ Regulate and coordinate the prevention and combating of the abuse of older persons.
- ✗ To address Community based care programmes, establishment of Service Centres is promoted to address the following problems:
 - Poor health
 - Elder abuse and violation of human rights.
 - Underdevelopment
 - Lack of skills to manage HIV and AIDS infected next of kin
 - Loneliness.
 - Moral degeneration.
 - Utilization of old age grant as a source of income for the family
 - Lack of access to services
 - The changing role of elder persons
 - The money lenders(loan sharks) challenge

EMBEDDED SERVICES

It is highly imperative to note that due to the cross-cutting nature of Special Programmes, some services automatically falls in. These services are Citizens Consultation and Intersectoral Affairs.

Citizens Consultation

In 2009 South Africa experienced a number of service delivery protest. One might argue that this is due to the fact that the tax payers are not engage adequately in issues of importance. The structures to be established and maintained by the Special Programmes Division will act as a bridge between the community and the Newcastle Municipality.

Communication must never be a one-way rather a two-way to encourage active engagement. As a result this will eliminate negative attitudes towards the Newcastle Municipality or the community. Through these structures, the community will be making their own plans-hands on approach.

Contextual Strategic Objectives:

- ✗ To develop and implement practical communication mechanisms that responded to the interests and aspirations of the target group
- ✗ To develop and maintain efficient knowledge systems.

Intersectoral Affairs

Fundamental recognition must be given to the Special Programmes' relationships to other Government departments, and other organs of civil society including private sector (partnership model). It is not possible to implement these programmes without engaging these stakeholders. The Special Programmes' development and service delivery agenda calls for an intersectoral collaboration. This would entail sequencing and phasing in of various programmes, taking into account availability of resources and creative ways of involving development finance, private sector and civil society. Priority would be given to transforming societal values and institutions, in line with the constitutional vision of equality, non-sexism, human rights, and social justice.

It would be an idiotic action not to declare the significance of the political willingness. The onus is on the political wing to support the Special Programmes Mandate. This kind of support is one of the majestic weapons in service delivery. The Newcastle Local Council has an obligation to ensure that this mandate is carried and implemented effectively. Failure to embark on this service deliverance catalyst will cause havoc.

Contextual strategic objectives:

- ✗ To mobilise, strengthen and support relations with household, ward, local, district, provincial and international partners at all levels.
- ✗ To ensure that government structures did address issues of the targeted groups, including providing adequate resources.
- ✗ To strengthen, broaden and enforce legislative mechanisms and district, Provincial, National and international instruments.
- ✗ The Department would also provide the Executive with high quality strategic support, ensure compliance with legislation, and undertake research and design and implement appropriate programmes.

2010-2011 YEAR PLAN

MONTH	ACTIVITY
January	Career exhibition

	Youth Exco-meetings
February	Special Programmes workplace departmental sessions Youth Public Meetings
March	LAC Children's swimming competition Municipal Disability structure Human rights day
April	HIV/AIDS Awareness:..... Mens' Forum establishment
May	Child Protection Week Municipal Senior Citezen structure establishment
June	Youth Day celebration LAC 25
July	HIV/AIDS Workplace road shows HIV/AIDS Workshop for councillors Workshops for Senior Citezen (19, 20, 21 and 22)
August	Civil Society workshops on financial management Children's Forum establishment Womens' day commemoration
September	Senior Citizen's Summit

	Gender workshop LAC (17)
October	Children in conflict with the law (sessions) Youth and entrepreneurship workshops HIV/AIDS Awareness:
November	Disability day 16 Days of Activism against women and children LAC 19
December	HIV/AIDS Worlds Day (02)
January	Career exhibition
February	Workshops on Disability LAC
March	Disability Forum
April	HIV/AIDS Awareness:.....
May	Children in conflict with the law Amadoda: role by men in raising children
June	Youth Day celebration

The following Special Program policies and proposed strategies are in place :

- HIV/AIDS Policy and Mainstreaming strategy
- Disability Policy (Draft)
- Senior Citizens Report
- Youth Report

The Special Programmes Unit also facilitates and represents the Newcastle Municipality at the Premiers' Flagship Programme – WAR ON POVERTY

WAR ON POVERTY (FLAGSHIP PROGRAM)

This is a key IGR intervention to allow for intergovernmental co-ordination and integration.

The KwaZulu-Natal Provincial Index of Multiple Deprivation consist of five domains within each PIMD, and their interpretation is described below:

- ✗ Income and Material Deprivation
- ✗ Education Deprivation
- ✗ Living Environment Deprivation
- ✗ Employment Deprivation
- ✗ Health Deprivation
- ✗ The Overall PIMD Score

Amajuba District does not have the most deprived wards hence the focus for Newcastle will only start in Wards 6, 12 & 15 which mainly focuses on moderately deprived wards. For the purposes of this programme, all wards will be targeted starting in year 2009/2010 with the service packages of services differing between the two levels of categorized wards.

It must be noted that the less intense package of services that will be received in the last two categories will be intensified over the MTEF period. The least deprived wards in Amajuba have pockets of poverty within the wards which requires comprehensive services.

The Department of Health have been Identified as the facilitating/champions for the Amajuba District. The program will involve a profiling exercise and then targeted services based on the outcomes of the profiling exercise.

A Flagship team that meets alternative Fridays is established, with meetings being attended by the MEC for Health and chaired by the District Health Manager. Representatives from all government departments and the Local Municipality attends these meetings, and work in the War rooms to ensure quality control of the profiling exercise and co-ordination of efforts in respect of the interventions.

Based on the Ward Profiling process to date and other programmes , the interventions in progress include amongst others :

- ✗ Appointment and Training of additional cadres
- ✗ Distribution of trees
- ✗ Follow up on earth boxes
- ✗ Foster cases
- ✗ food parcels distributed
- ✗ HIV/Aids Awareness for HIV positive street children
- ✗ HCT
- ✗ TB Screening
- ✗ Luncheon clubs and food parcels to elderly
- ✗ Households assessed and foodparcels distributed
- ✗ Provision of tents and blankets, food and soup kitchens
- ✗ Temporary shelter at Fairleigh
- ✗ Mobilisation of Amakhosi and Izinduna in Mechanisation Programme
- ✗ Engagements on Charlestown and Thutukani hydroponic projects
- ✗ Monitoring of Mandlesizwe and Hlomelikusasa garden projects and Ndazele layer project
- ✗ One home one garden projects in Osizweni, Dicks, Mndozo and Madadeni
- ✗ School garden projects (10
- ✗ Amajuba Rainbow Show
- ✗ National Population registration campaign
- ✗ Sports and recreation

RISK MANAGEMENT

The risk management unit was previously under the Internal Audit Unit and there was a risk manager reporting directly to the Audit Manager.

In February 2011 the Municipal Manager seconded the Senior Internal Auditor to Act as a Risk Manager reporting directly to him. At the time when the Acting Risk Manager started, there was no policy, strategy or plan except for the operational risk assessment report.

The assessment of strategic business risks, strategic IT risks, Fraud risks were not performed in our municipality.

In summary, there was no activity relating to risk management and risk management was more of an event than a continuous process. The operational risk assessment was only conducted for the purposes of developing a risk-based internal audit plan.

In February 2011

The risk management implementation plan for 2010/2011 financial year ending on 30 June 2011 was developed by the Acting Risk Manager and it was approved by the Municipal Manager for implementation. In implementing the plan, the following documents were developed:

1. Risk Management policy.
2. Risk Management policy statement.
3. Risk Management strategy.

The process risk assessment on document management was conducted. However, the project was abandoned because the CFO acquired a module on document management system which will assist the municipality with the document management processes and will deal mainly with payment documents and contract documents.

The draft documents were presented to MANCO, inputs from management were received, incorporated and the documents were recommended to EXCO.

The following was performed during the latter part of the financial year:

- ✓ The Risk Management Unit (RMU) developed the risk management plan.
- ✓ Drafting of the risk management policy, policy statement and risk management strategy.
- ✓ The anti-corruption strategy and fraud prevention plan was developed by DPLG now known as Cogta in 2007 and the same document was submitted to EXCO and Council for approval and adoption.
- ✓ Risk management is a standing item on all MANCO meetings.
- ✓ The workshop on all risk management policies and strategies were deferred to new Council.
- ✓ All risk management approved policies and plans are on the municipal website.

- ✓ A risk committee consisting of senior management was established and the Municipal Manager is the chairperson of the committee.
- ✓ A risk committee charter which states the purpose, responsibility and authority of the risk committee was developed.
- ✓ The operational risk assessment workshop was conducted on 5 and 6 May 2011 and a final report was issued. Our risk register will be updated in detail in December 2011 by conducting another detailed operational risk assessment workshop.
- ✓ Strategic risk assessment was not conducted because the Municipal Manager suggested that the strategic risks be identified when the new council is in office since it is best to involve councillors in the identification of strategic risks.
- ✓ The IT strategic risk assessment workshop was conducted on 22 June and a final report being issued in July 2011. The IT strategy was still in draft at the time of the workshop therefore the AG report and ITGC framework were used as a basis of the identification of IT risks.
- ✓ The risk management monitoring report to monitor the implementation of action plans on the risk registers has been developed. This report will be presented to the risk committee on a quarterly basis and to the Municipal Manager and MANCO on a monthly basis.

ANTI-CORRUPTION AND FRAUD

A draft Anti-fraud and Corruption policy was drafted and workshopped. It addresses the duty of the council to ensure stewardship of public money very seriously. The Council is therefore committed to the prevention, detection and investigation of all forms of fraud and corruption whether these are attempted from within or external to the organization.

The Anti-fraud and Corruption policy consists of a series of procedures designed to deter any attempted fraudulent or corrupt act:-

- Culture
- Prevention
- Detection and investigation
- Training

DEMOGRAPHICS

POPULATION DYNAMICS

The following comparisons have been made in respect of the population trends for Newcastle since 2001 :

Statistic Source	Estimated Population
Census 2001)Stats SA	332981
Community Survey 2007	327637
Global Insight 2008	364244
Global Insight 2009	366,671
¹ Projected 2010	539228

The total population for Newcastle in 2010 is estimated at 539228, projected from the 2001 stats at an average annual growth rate of 3.5% compared to the provincial year on year growth of 2,8% as at December 2009. This is also higher than the estimated population as per Community Survey 2007 results which indicates a decline in population growth. Newcastle has experienced an influx of people in the past few years and this is evident in the increase in the informal settlement population, as well as an increase in the number of residential buildings (includes town houses) occupied.

The 2010 projections are also within the growth trends as determined in the WSDP Review 2010.

HOUSEHOLD SIZE

The ²average household size of households living within the Municipal Area is as follows:-

✗ Urban - 5

¹ Projected from Census 2001 at 3.5% average growth factor p.a

² Community Based Plan Pilot project Ward 15

✘ Rural - 7

The Population concentration are primarily within the rural wards 1;6;31;18;15;& 14 which is consistent with the wards that have been categorized through the PIMD(**KwaZulu-Natal Provincial Index of Multiple Deprivation**) -and the Flagship Program in the Office of the Premier - as being deprived wards. The Phase 1 of the Flagship program will be targeting ward 12, 15 & 16.

The total number of households in Newcastle is estimated at 97804.

POWERS AND FUNCTIONS

The following Local Government Powers and Functions as authorised to Newcastle Municipality were separated into core and non-core functions.

Core Functions	
Schedule 4 Part B	RESPONSIBLE DEPARTMENT
Storm-water Management systems in Built up areas	Civil Services
Water and Sanitation Services	Civil Services
Municipal Public Works	Civil Services
Fire Fighting Services	Community Services
Air Pollution	Community Services
Child Care facilities	Community Services
Municipal Airports	Community Services
Municipal Health Services	Community Services
Municipal Public Transport	Community Services
Building Regulations	Development Planning and Human Settlements
Municipal Planning	Development Planning and Human Settlements
Trading Regulations	Development Planning and Human Settlements

Core Functions	
Schedule 4 Part B	RESPONSIBLE DEPARTMENT
Local Tourism	Development Planning and Human Settlements
Electricity and Gas Reticulation	Electrical Services
Pontoons, ferries, jetties etc	N/a

Non-Core Functions	
Schedule 5 Part B	RESPONSIBLE DEPARTMENT
Municipal Roads	Civil Services
Control of undertakings that sell liquor to the public	Community Services
Facilities for the accommodation, care and burial of animals	Community Services
Licensing of dogs	Community Services
Licensing and control of undertakings that sell food to the public	Community Services
Noise Pollution	Community Services
Pounds	Community Services
Public Places	Community Services
Control of public nuisances	Community Services
Local Sports facilities	Community Services
Municipal parks and recreation	Community Services
Cemeteries	Community Services
Cleansing	Community Services

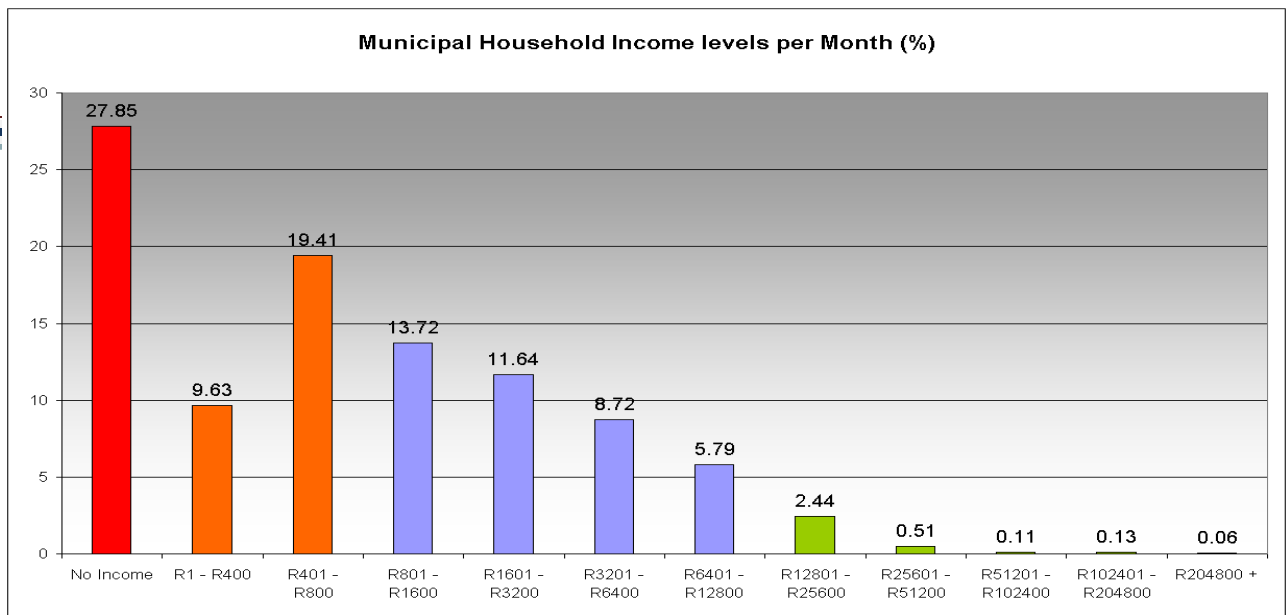
Non-Core Functions	
Schedule 5 Part B	RESPONSIBLE DEPARTMENT
Refuse Removal, refuse dumps and solid waste disposal	Community Services
Traffic and parking	Community Services
Billboards and the display of advertisements in public places	Development Planning and Human Settlements
Fencing and fences	Development Planning and Human Settlements
Markets	Development Planning and Human Settlements
Street Trading	Development Planning and Human Settlements
Street lighting	Electrical Services
Beaches and Amusement Facilities	N/A
Municipal Abattoirs	N/A
Funeral parlours and crematoria	N/A

SOCIO-ECONOMIC ANALYSIS

HOUSEHOLD INCOME

Statistics indicates that approximately 56% of the households in Newcastle earn less than R800 per month. It is therefore clear that the annual individual income in Newcastle is very low. Low income levels are indicative of low affordability levels for basic services, housing and health services.

The implications of little disposable income, coupled with low skill levels, include high dependency rates and the need for social and economic support for the very poor. The low levels of income of more than



half of the Newcastle population therefore calls for strategic economic development and poverty alleviation interventions.

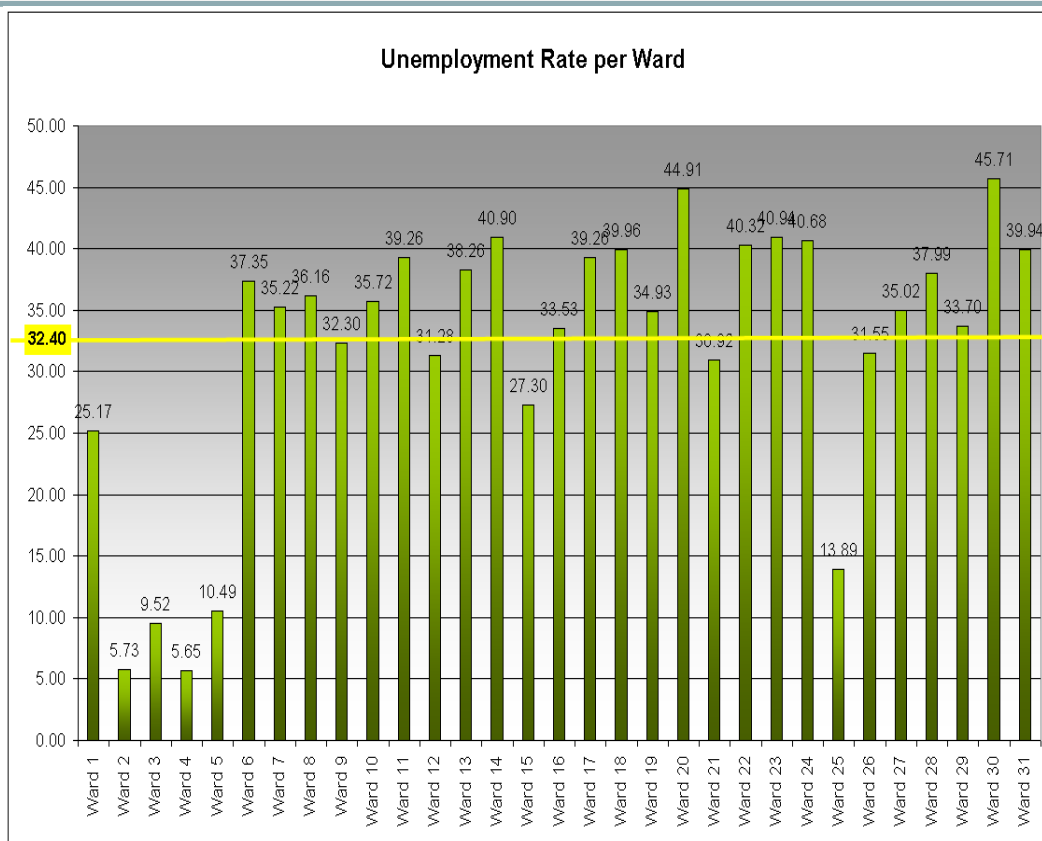
Most of the poverty-stricken households of Newcastle are located in the East as well as the Traditional Authority areas. The urbanized population is generally better off than the rural community where communities will more than likely not be able to afford housing and other services. The provision of sustainable basic and essential services to these communities is to be one of the greatest challenges of the Newcastle Municipality and innovative service delivery options is encouraged.

From the graph below :-

- ✗ 27.85% of households reported no income and are viewed as dependents to other earners.
- ✗ Relative high percentage of Households (19% earn less than R800 per month.
- ✗ There is a small, but noticeable portion of households earning in the upper income bracket.
- ✗ Low affordability levels for services
- ✗ More than 54% on indigent register
- ✗ Dependency rate is high
- ✗ Dependency on social grants etc. high
- ✗ Need to stimulate economy through LED interventions
- ✗ Reliance on poverty alleviation programs

UNEMPLOYMENT

The average Municipal unemployment rate is estimated at 31.40 %. – however this could be higher due to closure of factories etc. The LED unit indicate due to these factors the unemployment rate could be approximately 56% .



From the above graph :

- ✓ Some wards (2, 3, 4, 5 and 25) show relatively low unemployment rates below 15%
- ✓ 65% of the wards have an unemployment rate above the average and particularly Wards 20 and 30 have notably high unemployment rates.

INDIGENT STATUS

The low levels of income and the high unemployment rate of 56% as stated above are re-affirmed by the increasing number of Indigent applications being received by the Municipality which is highlighted further in this report.

ECONOMIC INDICATORS

The following diagram indicates the GDP performance of Newcastle from Quarter 1 in 2003 to Quarter 2 in 2009. This diagram illustrates the impacts of the 'Global Economic Crisis' and shows how GDP reached its lowest point in the first quarter of 2009. Although there was a mild

recovery in the second quarter of 2009, this has been replaced by a decline for the third and fourth quarters of 2009.

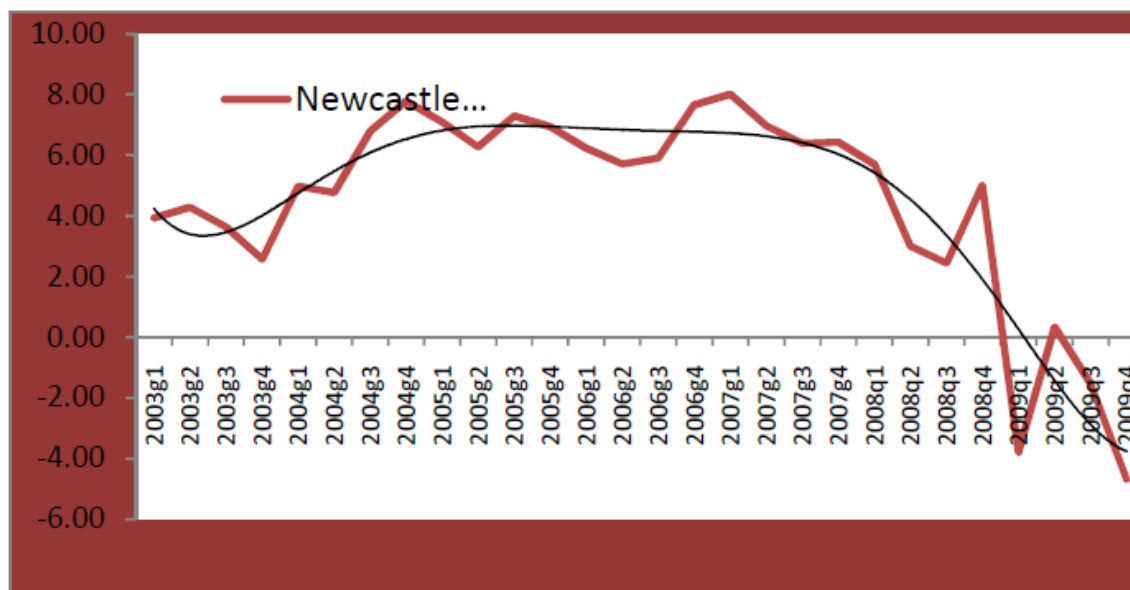


Figure 4 Newcastle GDP 2003-2009

Interestingly this steady decline in GDP is consistent with the secondary economic nodes of PMB and Port Shepstone in the Province, whilst the opposite has occurred with the Port cities of Durban and Richards Bay. This needs to be further interrogated to determine if strategies through the PSEDs are in fact benefitting the non port nodes in the Province.

SERVICE DELIVERY OVERVIEW

WHAT ARE THE ISSUES THAT WE FACE?

The top priority occurrence identified through ward consultation are summarised below-

The above table indicates that 22 wards out of 31 have prioritised Roads and stormwater and

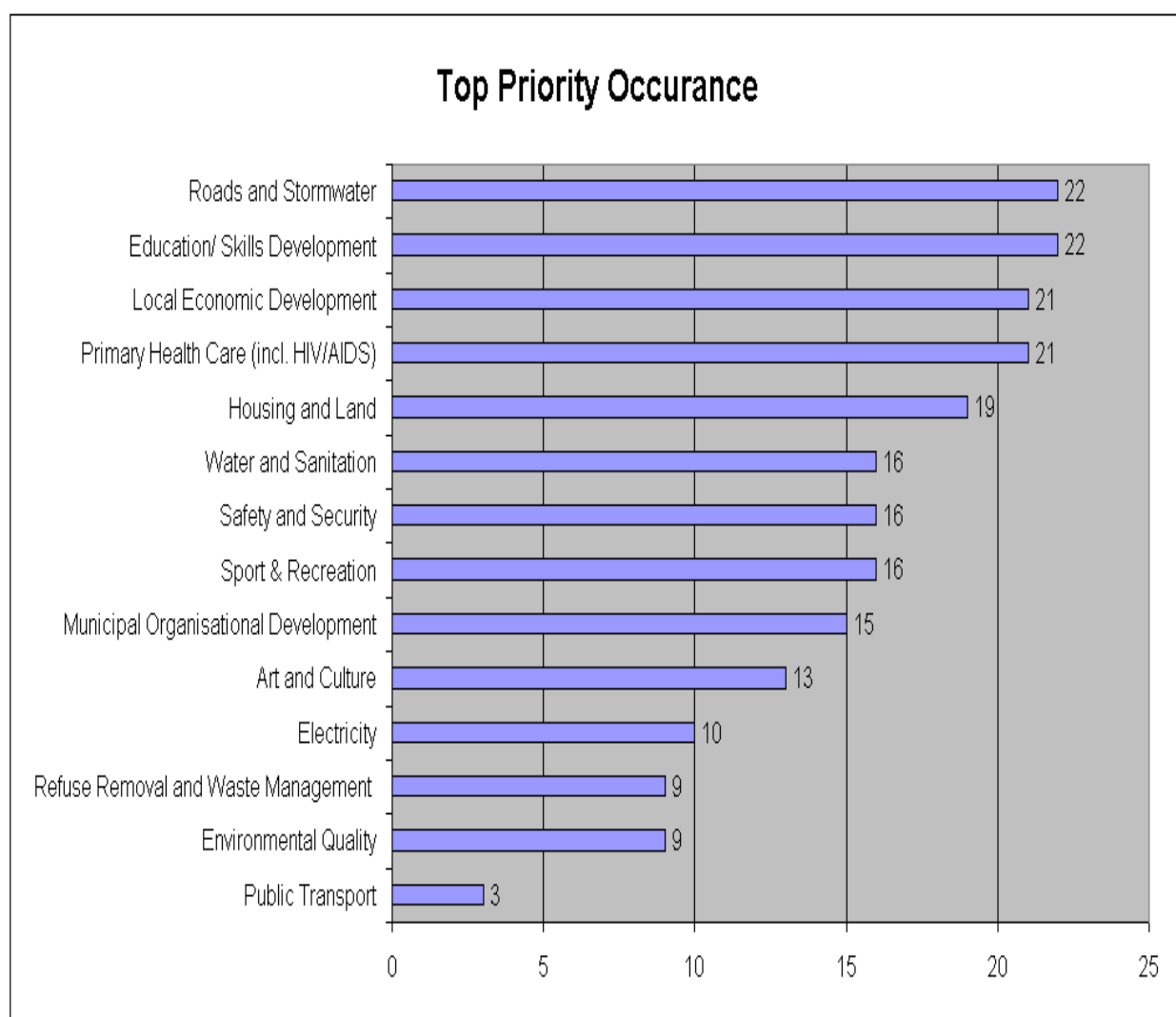


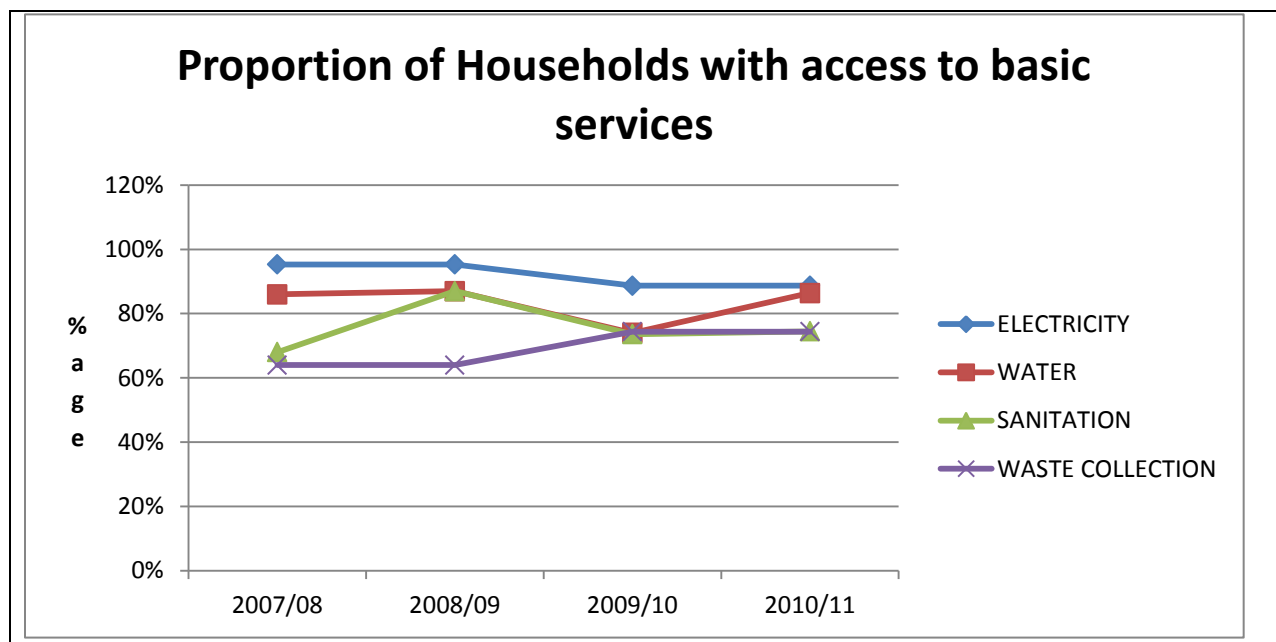
Figure 5: Top Priority Occurance by Wards

Education/skills develop as top priorities, following by LED and Primary Health and so on.

A review of this was not carried out in the year under review as this trend has followed through for the past 5 years. Furthermore, ward committees were re-established in 2009 and consultation at this level was pending induction and training.

The Community Survey 2007 results have not been used for basic service delivery backlogs due to discrepancies and anomalies identified which is highlighted further in the Report. Engagements with StatSa have commenced to obtain consensus in the methodology used for the purpose of projections against the statistics.

BASIC SERVICE BACKLOGS



Over and above the basic service delivery challenges, the following challenges clustered in line with the five key performance areas for local government are identified to be addressed as part of the Integrated development Planning process :

Housing backlogs have been estimated at 23%, with a waiting list application process of approximately 33000 applicants to be included on the database. Whilst the rate of housing delivery is very slow, the fast tracking of housing delivery is identified as a key intervention area with various housing projects already being approved for implementation. Further detail is included in Volume 2 of this report.

KEY ISSUES AND CHALLENGES

Other key issues and challenges identified at a strategies level for intervention is highlighted below and clustered by local government key performance area :-

NATIONAL KPA	ISSUE/CHALLENGE
FINANCIAL VIABILITY	Supply Chain Management
	Financial Management System
	Debt Management
	Capital Expenditure
	Cash flow Management
	Asset Management
	Revenue Enhancement
	Contract Management
ECONOMIC DEVELOPMENT	Sector Plan
	Policies
	Attraction and Retention of business/industry
	Poverty Alleviation
	Integration and Co-ordination
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Law Enforcement
	Intergovernmental Relations
	Protocol
	Public Participation
	Public Relations
	Performance Management
	Risk Management
	Delegations

NATIONAL KPA	ISSUE/CHALLENGE
	Qualified Audit Report
	Non-compliance
	Internal Controls
	Corporate Image
	Outdated Bylaws and Policies
BASIC SERVICE DELIVERY	Ageing Infrastructure
	Backlog Eradication
	Project Management
	Sector Plans
	Infrastructure Development
	Funding
	Ageing Fleet
	Housing
INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Skills Audit
	Organisational Restructuring
	Record management
	Recruitment and Selection
	Organisational Culture
	Employment Equity
	Information and Communication Technology
	Integration and Co-ordination
	Skills Development and Retention of skills

NEWCASTLE TURNAROUND STRATEGY

In line with the Local Government Turn around strategies (LGTAS), (submitted to Cabinet in February 2010 and launched in Kwazulu-Natal in March 2010), to address the development challenges identified for local government, the Newcastle Municipality identified its TOP TEN Turn Around Strategies as follows :-

1. Service Delivery (Maintenance existing levels , Rehabilitation of infrastructure and backlogs)
2. Fast Track Sustainable Human Settlements through Housing and Rural Development Program
3. Finalize Consolidated Infrastructure Plan and Capital program implementation
4. Debt Management – increase payment factor
5. Finalization of Micro Structure, Filling of critical posts & Compliance Minimum Competency levels and training of Councilors by 2012
6. Clean Audit by 2014
7. Effective functioning of municipal SCOPA
8. Effective and functioning ward committees
9. Anti- Corruption and Fraud Prevention program
10. Halving poverty and unemployment by 2014

CHAPTER 3

ANNUAL FINANCIAL STATEMENTS 2010/11

STATEMENT OF FINANCIAL POSITION

as at 30 June 2011

	Note	2011	2010 Restated
ASSETS			
Current assets			
Cash and cash equivalents (2010 Restated)	1	381,792,757	422,120,521
Consumer Debtors	2	79,841,843	127,229,558
Other Debtors	3	89,467,351	8,662,397
Inventories	4	5,977,810	6,305,437
Current portion of receivables	5	27,390,265	30,157,455
VAT receivable	12	16,822,449	9,685,711
Non-current assets held for sale	34	-	-
Non-current assets			
Non-current receivables	5	2,130,433	13,681,749
Investments in Associate	15	871,920,978	458,647,828
Property, plant and equipment	7	1,332,744,378	1,353,787,515
Intangible assets	8	700,516	325,370
Investment property carried at fair value	9	176,607,900	165,566,900
Total assets		2,985,396,680	2,596,170,441
LIABILITIES			
Current liabilities			
Trade and other payables from exchange transactions	10	66,883,469	99,021,803
Consumer deposits	11	9,983,442	10,038,525
Current provisions	16	5,322,830	2,324,546
Unspent conditional grants and receipts	13	29,512,126	49,778,808
Current portion of borrowings	14	9,219,495	6,689,518
Non-current liabilities			
Non-current borrowings	14	48,517,986	78,267,121
Non-current provisions for Landfill site	16	50,765,425	50,765,425
Defined benefit plan obligations	16	68,960,000	53,301,147
Total liabilities		289,164,773	350,186,893
Net assets		2,696,231,907	2,245,983,548
NET ASSETS			
Housing Development Fund		23,853,127	21,564,085
Self Insurance Reserve		6,403,575	-
Accumulated surplus / (deficit)		2,665,975,204	2,224,419,463
Total net assets		2,696,231,907	2,245,983,548

NEWCASTLE LOCAL MUNICIPALITY
STATEMENT OF FINANCIAL PERFORMANCE

for the year ending 30 June 2011

	Note	2011	2010
Revenue			
Property rates	17	152,386,672	124,665,831
Service charges	18	654,081,893	526,952,279
Rental of facilities and equipment	19	2,652,371	3,505,902
Interest earned - external investments	20	25,090,778	26,710,377
Interest earned - outstanding receivables	21	-	1,426
Fines		2,871,966	2,970,145
Licences and permits		-	250,628
Government grants and subsidies	22	324,241,492	232,855,908
Reversal of impairment on Investment: Uthukela Water (Pty) Ltd		-	363,801,328
Other income	23	5,068,015	1,453,254
Revaluation adjustment: Investment Properties	9	11,041,000	6,503,174
Fair Value Adjustments	33	5,072,475	-
Total revenue		1,182,506,661	1,289,670,252
Expenses			
Employee related costs	24	189,471,534	165,846,425
Remuneration of councillors	25	14,785,603	17,981,595
Bad debts		174,136,888	69,147,301
Collection costs		10,140,072	7,540,473
Depreciation, impairment and amortisation expense	26	222,122,758	224,589,958
Impairment of Roads Infrastructure		2,397,065	
Repairs and maintenance		75,463,544	52,179,789
Finance costs	27	5,866,998	6,586,515
Bulk purchases	28	283,223,432	219,348,022
Contracted services	29	12,229,229	7,888,208
Water Services (UTW)	30	104,087,133	-
Grants and subsidies paid	31	104,889,018	79,695,683
General expenses	32	123,348,091	66,686,386
Fair Value Adjustments	33	5,507,248	-
Total expenses		1,327,668,613	917,490,355
Gain / (loss) on sale of assets		-	-
Surplus / (deficit) for the period		-145,161,952	372,179,897

NEWCASTLE LOCAL MUNICIPALITY
STATEMENT OF CHANGES IN NET ASSETS

as at 30 June 2011

	Housing Development Fund	Self Insurance Reserve	Accumulated Surplus/(Deficit)	Total: Net Assets
Note				
Balance as at 30 June 2010	21,336,124	-	1,815,975,421	1,837,311,545
Adjustment for Uthukela Water (Pty) LTD - First time consolidation				-
Transfer to Housing Development Fund	227,961	-	(227,961)	-
Transfer to Accumulated Surplus	-	-	35,948,269	35,948,269
Surplus / (deficit) for the period	-	-	372,179,896	372,179,896
Balance as at 30 June 2010	21,564,085	-	2,223,875,625	2,245,439,710
Reversal of Accumulated Depreciation on Heritage Assets			543,838	543,838
38	21,564,085	-	2,224,419,463	2,245,983,548
Restated Accumulated Surplus	2,289,042	-	-	2,289,042
Transfer to Housing Development Fund	-	6,403,575	-	6,403,575
Transfer to Self Insurance Reserve				
Prior year adjustment			(72,266,622)	(72,266,622)
38	-	-	658,984,319	658,984,319
Correction of prior period error	-	-	(145,161,952)	(145,161,952)
Surplus / (deficit) for the period	-	-	(145,161,952)	(145,161,952)
Balance as at 30 June 2011	23,853,127	6,403,575	2,665,975,204	2,696,231,907

NEWCASTLE LOCAL MUNICIPALITY

CASH FLOW STATEMENT

as at 30 June 2011

	Note	2011	2010 Restated
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash Receipt from Ratepayers, Government and Other Payments		1,793,861,337	1,210,385,406.00
		1,158,818,844	(712,308,284)
Net cash flows from operating activities	35	635,042,493	498,077,122
Interest Received		25,090,778	26,711,803
Interest Paid		(5,866,998)	(11,835,915)
Net Cash from Operating Activities		654,266,273	512,953,010
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of Property, Plant and Equipment		(203,851,824)	(98,194,344)
Purchase of Investment Property			(2,567,964)
Proceeds from disposal of Investment Property			13,610,211
Decrease / (increase) in Non-Current Receivables		(17,292,102)	(18,660,494)
Increase in Non-Current Investments		(507,964,204)	
Net cash flows from investing activities		(729,108,130)	(105,812,591)
CASH FLOWS FROM FINANCING ACTIVITIES			
Long-Term Loans raised		34,569,176	6,788,901
Increase / (decrease) in Consumer Deposits		(55,083)	(279,574)
Net cash flows from financing activities		34,514,093	6,509,327
Net increase / (decrease) in net cash and cash equivalents		(40,327,764)	413,649,746
Net cash and cash equivalents at beginning of period		422,120,521	8,470,775
Net cash and cash equivalents at end of period	36	381,792,757	422,120,521

ACCOUNTING POLICIES

1 BASIS OF ACCOUNTING

BASIS OF PRESENTATION

The annual financial statements have been prepared in accordance with the Standard of Generally Recognised Accounting Practice (GRAP) issued by the Accounting Standards Board and prescribed by the Minister of Finance in terms of General Notice 991 and 992 of 2005. The annual financial statements have been prepared on historical cost basis, except for investment property which is carried at fair value and incorporate the principle accounting policies set out below:

These standards are summarised as follows:

- GRAP 1 Presentation of Annual Financial Statements
- GRAP 2 Cash Flow Statement
- GRAP 3 Accounting Policies, Changes in Accounting Estimates and Errors
- GRAP 4 The Effects of Changes in Foreign Exchange Rates
- GRAP 5 Borrowing Costs
- GRAP 6 Consolidated and Separate Financial Statements
- GRAP 7 Investments in Associates
- GRAP 8 Investments in Joint Ventures
- GRAP 9 Revenue from Exchange Transactions
- GRAP 10 Financial Reporting in Hyperinflationary Economies
- GRAP 11 Contraction Contracts
- GRAP 12 Inventories
- GRAP 13 Leases
- GRAP 14 Events After the Reporting Date
- GRAP 16 Investment Properties
- GRAP 17 Property, Plant and Equipment
- GRAP 19 Provisions, Contingent Liabilities and Contingent Assets
- GRAP 100 Non-current Assets Held for Sale and Discontinued Operations
- GRAP 101 Agriculture
- GRAP 102 Intangible Assets

Accounting policies for material transaction, events or conditions not covered by the above GRAP Standards have been developed in accordance with paragraph 7,11 and 12 of GRAP 3. These accounting policies and the applicable disclosures have been based on Generally Recognised Accounting Practise (GRAP) including any such Statements issued by the Accounting Practices Board.

Further detail on the Accounting Policies is included in as Appendix 1 of the Annual Report.

[FINANCIAL STATEMENTS 2010`11\FINAL AFS NEWCASTLE LOCAL MUNICIPALITY as 30 June 2011.xlsx](#) Appendix 1

CONSOLIDATED FINANCIAL STATEMENTS 2010/11

The [FINANCIAL STATEMENTS 2010`11\CONSOLIDATED FINAL AFS NEWCASTLE LOCAL MUNICIPALITY AS AT 30 JUNE 2011.xlsx](#) is presented as part of Appendix 2 in this Annual Report

FINANCIAL OVERVIEW

The revenue base of the Municipality has increased from R689 944 245 in 2008 to R1 182 506 661 in the financial year ended 30 June 2011. This represents phenomenal growth ranging from 23% in 2009 to 52% in 2010 and a slight decline of 8% in 2011. The last two year's increases were significantly higher than the inflation rates which is indicative of good performance by the Municipality, although there was slight decline of negative ten percent, which was caused by the reversal of impairment of investment in Uthukela Water of R363 801 328.00, in 2010 which was a mere book entry and thus not indicative of revenue actually earned. All major revenue streams showed a sharp increase of 28% in 2011 if we ignore the effect of reversal of impairment of investment in Uthukela Water, which is a comforting scenario.

Year	Total Revenue (R)	% Increase
2011	1 182 506 661	-8%
2010	1 289 670 253	52%
2009	850 774 918	23%
2008	689 944 245	

From the table below, the municipality generates more than half its total revenue base from service charges, which is 55%. The other significant sources of revenue are Property Rates 13%, and Government grants and Subsidies 27%. All other revenue sources are not considered significant and have not formed part of this analysis.

The percentage contributions of various income sources to total income have remained constant in the years other consideration save for the Property rates which used to contribute 21% in 2008 and have shrunk to around 13% in 2011. The Government Grants and Subsidies on the same token have increased from 21% to 27% in 2011.

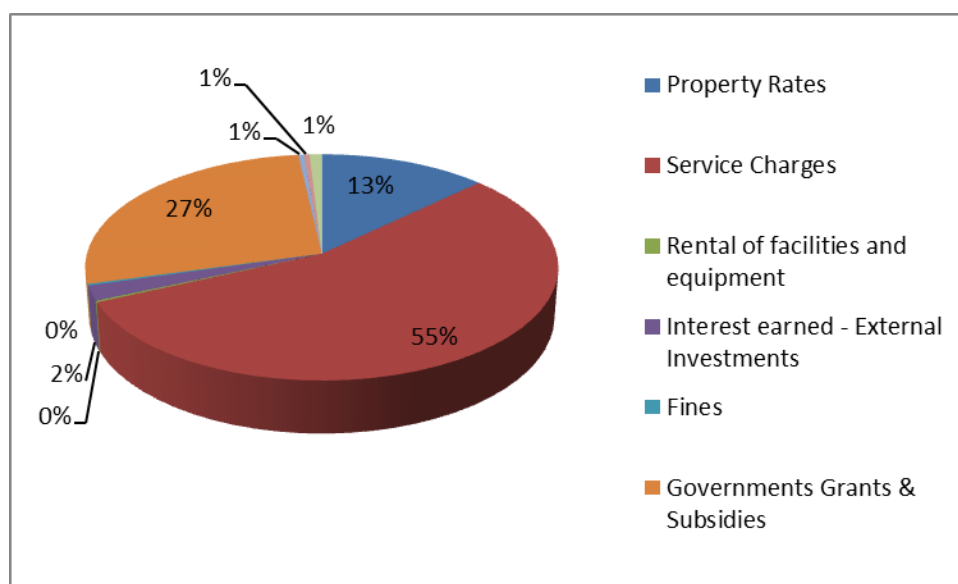
The decrease in property rates is as a result of implementation of Municipal Property Rates Act (MPRA) in 2009 which was based on the Valuation roll (values of properties) compared to the old regime rates which were skewed.

In the Analysis below, the focus is on the material revenue contributing elements in order to analyse their behaviour. In total these contributed R1 130 710 056.89 to the Municipality's R1 182 506 661.40 revenue in 2011, which represents over 96% of the Municipalities revenue base.

Item	% Contribution 2011	2011 (R)
Property Rates	13%	152 386 672.14
Service Charges	55%	654 081 892.57
Rental of facilities and equipment	0%	2 652 370.77
Interest earned - External Investments	2%	25 090 778.19
Fines	0%	2 871 965.55
Governments Grants & Subsidies	27%	324 241 492.18
Revaluation Adjustment: Investment Properties	1%	11 041 000.00
Fair Value Adjustment	0%	5 072 475.00

Other Income	0%	5 068 015.00
<u>Total Revenue</u>	100%	1 182 506 661.40
Percentage Decrease		(8%)
Contributions by material revenue elements		1 130 710 056.89
%Contributions by material revenue elements		96%

The following graph depicts a contribution of major revenues elements:

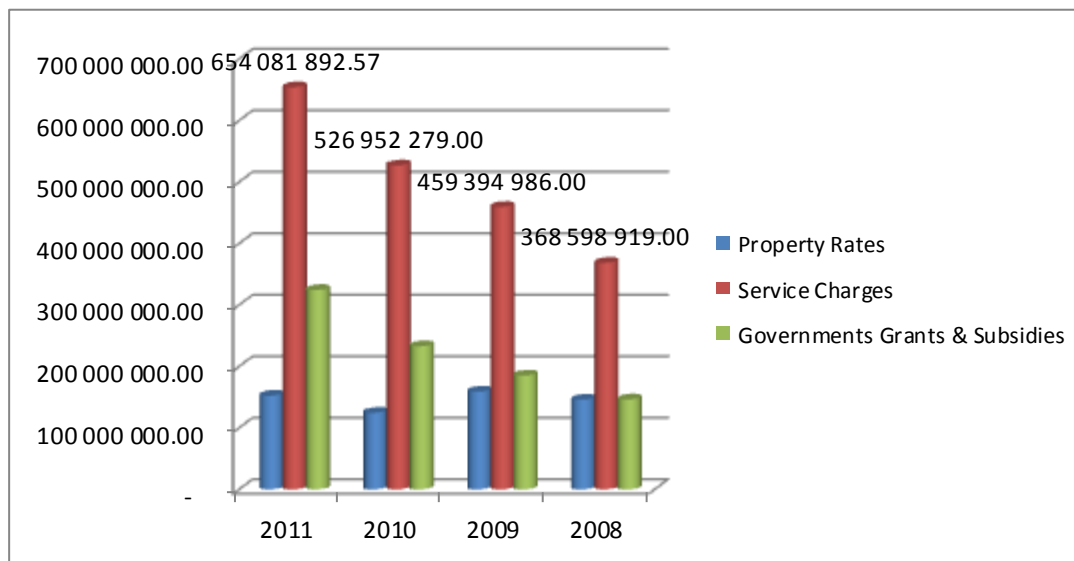


The table below reflects the movement in these revenue streams in the period under consideration. The pattern has, indeed, been erratic and therefore very little conclusions can be reached at this stage. There could very well, be cut-off or allocation issues in the presented numbers. The exercise has not, at this stage, zoomed into an in-depth analysis.

Item	Increase (Decrease)		
	2009	2010	2011

Property Rates	9%	-22%	22%
Service Charges	25%	15%	24%
Governments Grants & Subsidies	27%	26%	39%

The following is a graphical presentation of the patterns of movements of these elements.



EXPENDITURE

The total expenditure of the Municipality has increase well above the inflation rates, as this is evidenced from the table below. Moreover, the trends in increases of expenditure outweigh those in revenue indicating that, at face value, the Municipality has a serious challenge to curb expenses. Whereas it is understood that the sharp increase of expenditure increase is caused by the government call to improve and speed up service delivery to the poor and needy communities in the backdrop of “service delivery protests” to which the municipality has responded so well, nonetheless if these trends continue there will be a major challenge to afford the operations of the Municipality with the revenues that it generates, unless if new revenue streams are identified and exploited.

Year	Total Expenses (R)	% increase
2011	1 327 668 613	45%
2010	917 490 355	-4%
2009	937 184 278	40%
2008	681 680 815	

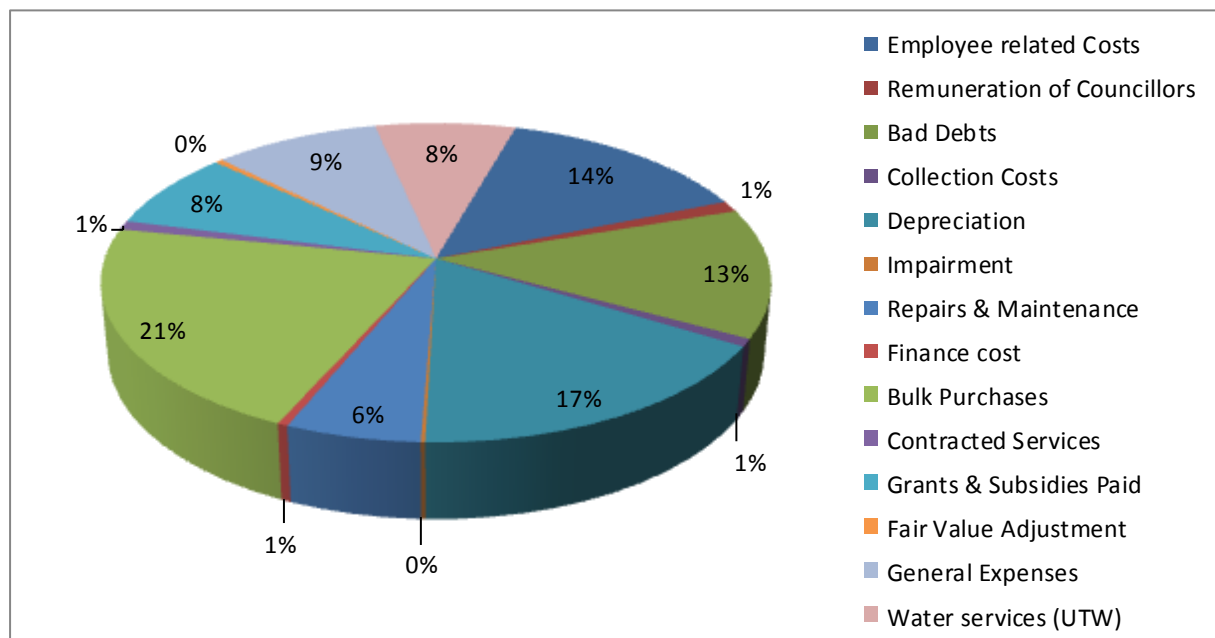
Below is a table of the proportionate contributions of each expenditure element to total expenses. The major expenditure drivers for the municipality are the following:

- Bulk purchases
- Employee related costs
- General expenses
- Grants and subsidies paid
- Bad debts
- Depreciation, amortisation and impairments

Item	% Contribution 2011	2011
Employee related Costs	14%	89 471 533.74
Remuneration of Councilors	1%	14 785 603.30
Bad Debts	13%	174 136 887.81
Collection Costs	1%	10 140 071.63
Depreciation	17%	222 122 758.00
Repairs & Maintenance	6%	75 463 544.00

Finance cost	0%	5 866 997.81
Bulk Purchases	22%	283 223 432.31
Contracted Services	1%	12 229 229.00
Grants & Subsidies Paid	8%	104 889 018.28
General Expenses	9%	123 348 091.00
Water services (UTW)	8%	104 087 133.00
Fair Value Adjustment	0%	5 507 248.00
<u>Total Expenditure</u>	100%	1 327 668 612.88

The graph below further illustrates contribution of the major expenditure elements to total expenditure of the municipality:



The focus is on the major expense elements, i.e. employee costs, bulk purchases, General Expenses, Grant and Subsidies paid and depreciation, amortization and impairments. We, however, recommend that expenditure be considered seriously prior to posting into general expenses as by their very nature these are difficult to analyse and make informed decisions around. These expenditure items account for R1 097 191 721.14 of total expenditure of the municipality's R1 327 668 612.88, representing an 83% contribution to total expenses.

The municipality needs to be applauded because the contribution of employee related costs is 14.43% of total expenditure compared to other municipalities' country wide. This percentage is significantly lower than the prescribed threshold of 33% determined by the National Treasury. Conversely it needs to be mentioned that critical vacant positions need to be filled in order to ensure adequate service delivery. The lower employee contribution has an adverse impact in service delivery as well support function to service delivery (i.e. Treasury and Budget Office in particular) and this aspect is discussed under organisational environment.

The following table depicts movements of major expenditure drivers:

Item	2011 (R)	2010 (R)	2009 (R)	2008 (R)
Employee related Costs	189 471 534	165 846 425	130 614 345	115 953 493
Depreciation	222 122 758	224 589 958	214 834 172	22 977 553
Bad Debts	174 136 888	69 147 301	104 227 317	85 392 914
Grants & Subsidies Paid	104 889 018	79 695 683	45 900 414	25 217 796
Bulk Purchases	283 223 432	219 348 022	166 031 719	127 538 606
General Expenses	123 348 091	61 436 986	205 021 701	206 111 095
Total Expenditure	1 091 191 721	820 064 375	866 629 668	583 191 457

As evident from the table above, Grants and Subsidies paid increased from R25 Million in 2008 to R104 Million in 2011. The upsurge in this expenditure item represents 316%. During the same period our analysis of General Expenses revealed an erratic pattern as it showed 8% decrease from 2008 to 2009, 68% decrease from 2009 to 2010 and 101% increase from 2010 to 2011. Our analysis indicates that this could be as a result of grants from both National Treasury and Provincial Government which has increased over the years sharply in recent year. The grants that the municipality have are:

- Municipal Infrastructure Grant;
- Neighbourhood Development Grant;
- Financial Management Grant;
- Systems Development and Support Grant; and
- Other Grants.

Like the revenue assessment, it appears that there could be allocation challenges that may distort the analysis. It appears that there are problems pertaining to misallocations related to General Expenses and Grants and Subsidies paid. An in-depth analysis of these expenditure items to understand their behaviour is currently being done by the finance team under Ntando's leadership. Currently it appears that Grant Capital expenditure is expensed under Grants and Subsidies paid. We believe that it an incorrect accounting treatment as there is no transfer payments made to other entities amounting to R104 Million as depicted on the table above. However, the correction of this problem and capitalization of all Grant Capital expenditure to the relevant classes of assets in the Statement of Financial Position is being undertaken.

Bad debts have increased significantly from R75 Million in 2008 to R174 Million in 2011. This scenario is disconcerting as it may have a negative impact on our liquidity position if not addressed as a matter of extreme urgency. The take is that there is a need to embark on a solution that will yield a serious debt collection drive to curb to this situation from deteriorating further. Water, sewer, waste disposal and rates in east (former townships) are a critical factor to the strategy to reduce bad debts. It is known by the leadership of the municipality that disconnection cannot be used as a tool at this stage as electricity which can be disconnected is supplied by Eskom. The East has 75% bad debts. The implementation of water flow regulators was once discussed as one of the strategies but was not pursued until the constitutionality of such was confirmed. The avenue that should be considered is getting a licence to be the distributor of electricity in the East.

Furthermore, it needs to be mentioned that R104 Million relating to Water Services (UTW) is actually an investment by Newcastle Municipality to Uthukela Water and as such was capitalized during consolidation process.

The table below further illustrates increases in the major expenditure items:

Item	% Increase		
	2009	2010	2011
Employee related Costs	13%	27%	14%
Bad debts	22%	-34%	152%
Depreciation, amortization and impairment	835%	5%	-1%
Grants and Subsidies paid	82%	74%	32%
Bulk Purchases	30%	32%	29%
General Expenses Other	-8%	-68%	101%

NET OPERATIONAL PERFORMANCE

Evidently the Surpluses of the Municipality have been steadily declining from R8 Million surplus in 2008 to R145.1 Million deficit in the 2011 financial year. The primary reason in our assessment has been the pressure of expenses on the operations, coupled with incorrect accounting for assets in our records. As we alluded to earlier we still need to perform in-depth analysis of General expenses and Grants and subsidies paid expenditure elements. The extent of sustainability of revenue and the ability to increase the revenue base is, at this stage under scrutiny, thus increasing the risk of affordability of the operational expenses moving forward. An urgent understanding of these expenses and how they can best be managed is necessary to ensure that the municipality remains a financially viable. However, if our assessment is correct the situation is not as dire as it appear, also taking into account the fact that an amount of R222 Million relates to depreciation of assets, which in its very nature a book entry to achieve fair presentation in our financial statements, but not the amount actually spent.

The table below depicts our financial performance for the past four (4) years:

Year	Total Revenue	Total Expenditure	Surplus/ (Deficit)	% Increase/(Decrease)
2011	1 182 506 661	1 327 668 613	-145 161 952.00	-139%
2010	1 289 670 253	917 490 355	372 179 898.00	532%
2009	851 014 835	937 184 278	-86 169 443.00	-1143%
2008	689 944 245	681 680 815	8 263 430.00	

It is evident from the table above that there have been steady decline in the operational performance of the municipality. Although it may appear that we performed very well in 2010 as we recorded R372 Million surplus, R363.8 Million of related to the Reversal of Impairment on Uthukela Water in prior years.

DEFICIT

In order to elucidate the above-mentioned statement further, it is critical to note that although we sustained an operating deficit of R145.1 Million during the year under review, further analysis show that if we ignore the effect of depreciation and amortization and account correctly for Capital Grant expenditure, the results would be as follows:

Item	2011
Deficit	-145 161 951
Plus: Grants & Subsidies paid	104 889 018
Plus: Depreciation and Amortisation Expense	222 122 758

Surplus	181 849 825
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However, it should be noted this analysis is not entirely accurate as the small portion of the R104 Million Grants & Subsidies paid relates operational expenditure which was correctly expensed.

However, if we ignore the effect of Investment in Uthukela Water amounting to R104 Million which was capitalized during consolidation, the surplus would have been R285 Million. Although this scenario look good at face value, caution need to be exercised as revenue earned did not translate to actual cash at the bank, which is why it imperative to intensify our debt collection.

FINANCIAL POSITION

ASSETS

The municipality has an investment of over R2.9 Billion in assets. As evident from the table below, this investment has sharply increased in the last financial year. Although the big chunk of this increase was as a result of revaluation of assets and reversal of impairment of Investment in Uthukela Water, it is worth mentioning that we have invested an amount of R203 Million in Infrastructure and other movable assets, which is a good indicator as it allows the municipality to have capacity to render service delivery to communities, that we serve.

It is disconcerting to note however that other debtors have increased by 1023% from 2008 to 2011, as it may have a negative impact on our liquidity position if not managed. We cannot overemphasize the need to embark on a vigorous debt recovery drive to curb the situation from deteriorating further.

The table below provides an overview of our assets trends during the past 4 years:

Item	2011	2010	2009	2008
Assets	2 993 115 025	2 595 626 608	2 131 961 638	545 555 592
Property, Plant & Equipment	1 334 588 185	1 353 243 682	1 479 963 664	211 614 969
Cash & cash equivalents	381 792 756	422 120 521	366 053 927	246 200 993
Investment Property	165 566 900	165 566 900	162 998 936	-
Intangible Asset	700 516	325 370		
Current portion of receivables	27 390 265	30 157 455	19 773 698	18 864 939
Investments in Associate	980 845 685	458 647 828		
Long-Term Receivables	3 963 941	13 681 749	25 178 710	25 930 117
Vat	16 822 449	9 685 711	-	-
Inventory	5 977 810	6 305 437	5 353 830	5 198 147
Consumer Debtors	79 841 843	112 266 674	76 082 632	47 287 923
Other Debtors	104 704 656	23 625 281	16 329 939	9 323 443

For the sake of clarity we deemed it necessary to unpack these assets as follows:

PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are tangible items that:

are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes, and

are expected to be used during more than one reporting period.

The municipality has significantly invested in assets which augur well for service delivery. Assets increased by 531% from 2008 to 2011. Property, Plant and Equipment represents 45% of the capital structure of the municipality.

CASH AND CASH EQUIVALENTS

Cash includes cash on hand and cash invested with banks. Cash and cash equivalents are short-term highly liquid investments that are held with registered banking institutions with maturities of three months or less and are subject to an insignificant risk of change in value.

For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held on call with banks and investments in financial instruments, net of bank overdrafts. The municipality has achieved 55% increase in cash and cash equivalents, which means that we have remained liquid and thus not experiencing cash flow or financial viability problem. Cash and Cash Equivalents represent 13% of the capital structure of the municipality.

INVESTMENT PROPERTY:

Investment property is Property (land or a building – or part of a building – or both) held (by the owner or by the lessee under a finance lease) to earn rentals or for capital appreciation or both, rather than for:

- ✓ use in the production or supply of goods or services or for administrative purposes, or
- ✓ sale in the ordinary course of operations.

Investment Property represents 6% of the capital structure of the municipality. Most of Investment Property is vacant land which means the municipality has adequate potential to facilitate development, which bode well for our future revenue growth.

INVESTMENT IN ASSOCIATE:

Investment in Associate represents our 34% stake in Uthukela Water. The investment increased from R 458 647 828 in 2010 to R 980 845 685 in 2011. This represents 114%% increase which is a good indicator.

CONSUMER DEBTORS:

Amounts billed to consumers, net of the provision for bad debts. The Municipality has provided for R 611 Million as bad debts in 2011 which may impose significant strain on our liquidity position in the future if not urgently managed.

OTHER DEBTORS:

Amounts owed by levy-payers, financial institutions in respect of interest on investments and sundry debtors; could also include deposits made by the municipality. The R 104 Million sitting on Other Debtors will have a negative impact on future financial viability of the Municipality if do not embark on a vigorous debt collection drive.

LONG TERM RECEIVABLES:

Receivables that is not receivable over the next 12 months for example, housing loans and staff car loans, net of the provision for bad debts, that are not receivable over the next 12 months.

CURRENT PORTION OF RECEIVABLES:

Amounts that will be recoverable from long-term debtors within the next 12 months.

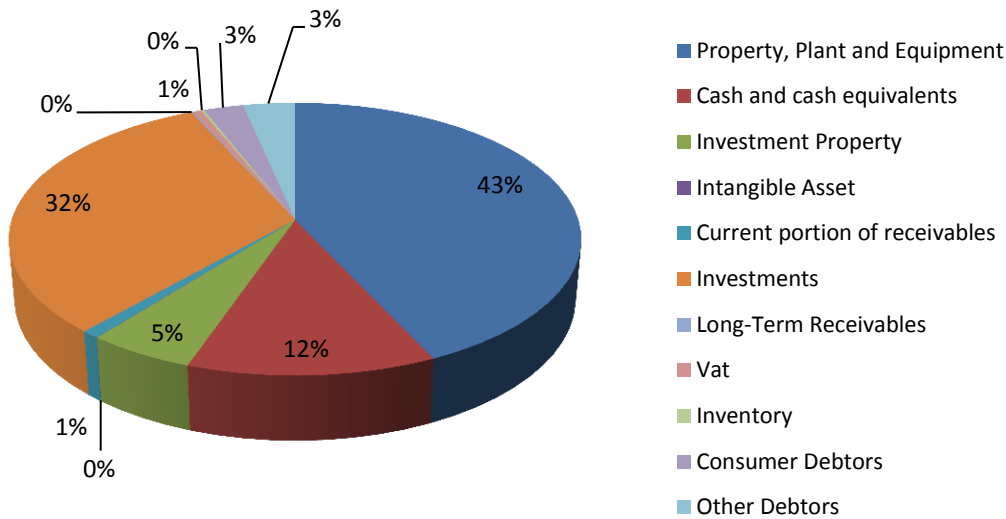
VAT RECEIVABLE:

Net VAT recoverable from SARS. If income tax is recoverable, together with VAT, these amounts will be disclosed as "taxes" on the Statement of Financial Position.

INVENTORY:

Consumable, net of obsolescence provision.

The Proportionate contributions to the asset base of the municipality are as follows:



This suggests that the relative importance of Call Investment Deposits, Property, Plant and Equipment, Investment Property and Consumer Debtors' bank balances and Investment in Associate.

LIABILITIES

The liabilities of the Municipality are just in excess of a R277 Million as reflected below. Clearly the Municipality is a going concern with assets in excess of liabilities even before the effects of a change in accounting policy for property, plant and equipment.

Item	2011	2010	2009	2008
Liabilities	277 195 553	350 186 853	308 260 309	267 561 254
Long-Term Liabilities	48 517 986	78 267 121	71 387 341	61 337 600
Non-current provision for landfill site	50 765 425	50 765 425	64 755 606	55 101 570
Non-current provisions:	55 625 693	53 301 147		

plan obligations				
Consumer Deposits	9 983 442	10 038 525	10 318 099	9 478 841
Current Provisions	906 398	2 324 506	3 360 357	4 442 006
Unspent Conditional Grants and Receipts	29 512 126	49 778 808	57 943 451	51 149 758
VAT	-	-	31 488 564	24 495 519
Current Portion of Long-Term Liabilities	9 219 495	6 689 518	6 780 397	6 142 553
Trade and other payables	72 664 988	99 021 803	62226494	55 413 407

For the sake of clarity we deemed it necessary to unpack these liabilities further as follows:

LONG-TERM LIABILITIES:

These are external loans that are not repayable over the next 12 months. The Long Term Liabilities has decreased from R 61 337 600 to R48 517 986 which is 21% decrease. This means that the municipality is honouring its obligations, which is a good indicator.

NON-CURRENT PROVISION FOR LANDFILL SITE:

In terms of the licencing of the landfill refuse site, council will incur rehabilitation costs of R 50 765 425 million to restore the site at the end of its useful life, estimated to be in 2010 by Vuba Engineers. Provision has been made for the net present value of this cost using the average cost of borrowing interest rate. The municipality need to make a provision R 50 765 425 to rehabilitate the rehabilitate the site.

CONSUMER DEPOSITS:

Deposits held in lieu of providing municipal services on credit.

NON-CURRENT PROVISIONS: PLAN OBLIGATIONS:

The municipality provides retirement benefits for its employees and councillors. This means if the Retirement Fund should get liquidated, the municipality will be required to fulfil the obligation to retired employees and councillors.

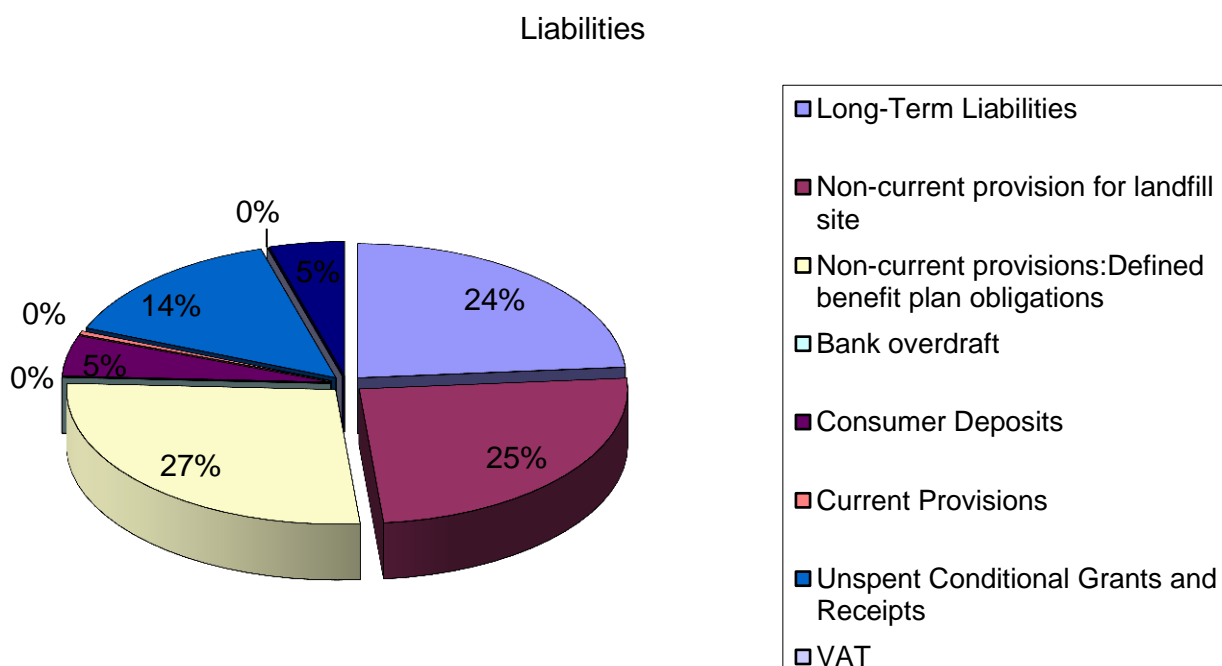
UNSPENT CONDITIONAL GRANTS:

These are conditional grants from other spheres of government. These amounts represent the obligation of the municipality to comply with the conditions of the grant. If the municipality fails to fulfil the obligations, we will be required repay the money to the National Revenue Fund.

TRADE AND OTHER PAYABLES:

Trade creditors, staff leave accrual and payments received in advance which represent amounts invoiced or received by the Municipality where services still have to be rendered. These are obligations which the Municipality will be required to fulfil in the future.

The proportionate share of individual liabilities to total liabilities is as per the diagram below:



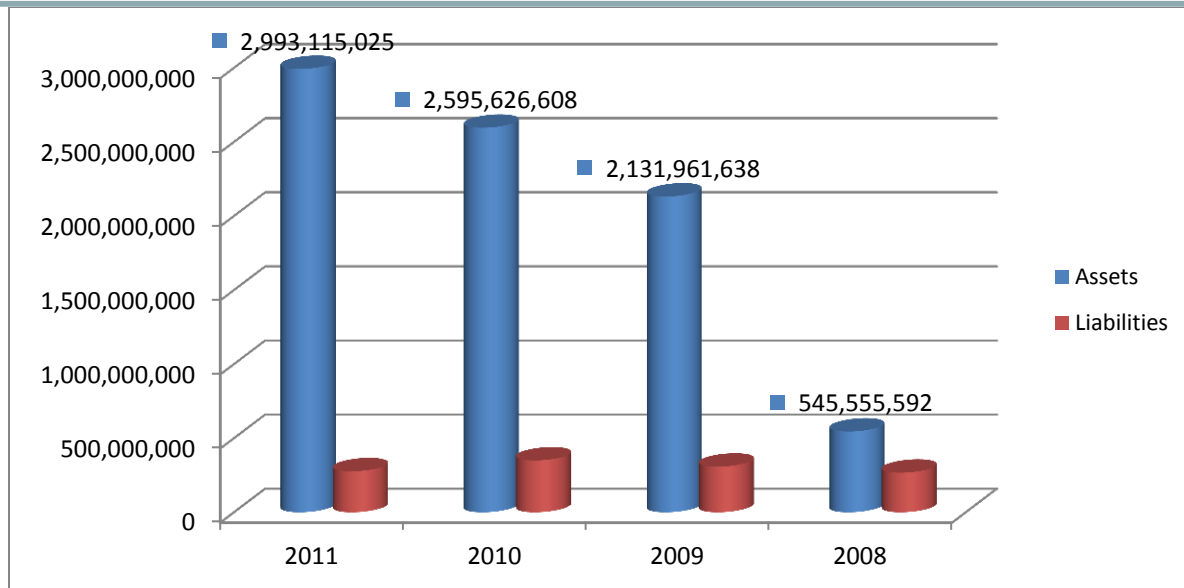
SOLVENCY

The entity remains solvent with total assets in excess of total liabilities. This is a comforting scenario, as the municipality continues to invest in assets. During the year under review an amount of R203 million was invested in assets. As outlined in the table below, the solvency position (ratio of assets to liabilities) of the municipality has systematically improved from 2.04 in 2008 to 10.80 in 2011 which means that the municipality has healthy balance sheet, which is encouraging.

The table below illustrates our solvency situation for the 4 years being analyzed:

Item	2011	2010	2009	2008
Assets	2 993 115 025	2 595 626 608	2 131 961 638	545 555 592
Liabilities	277 195 553	350 186 853	308 260 309	267 561 254
Net Assets	2 715 919 472	2 245 439 755	1 823 701 329	277 994 338
Ratio	10.80	7.41	6.92	2.04

The graph below illustrates our solvency ratio analysis:



Although the above scenario is comforting, our Technical Services Department is currently testing assets for impairment or put differently, undertaking condition assessment of roads infrastructure assets. One hopes that the carrying values of assets and liabilities at balance sheet dates, particularly in 2011, closely resemble the recoverable amounts as this would have dire consequences on the solvency of the organization in the future.

LIQUIDITY

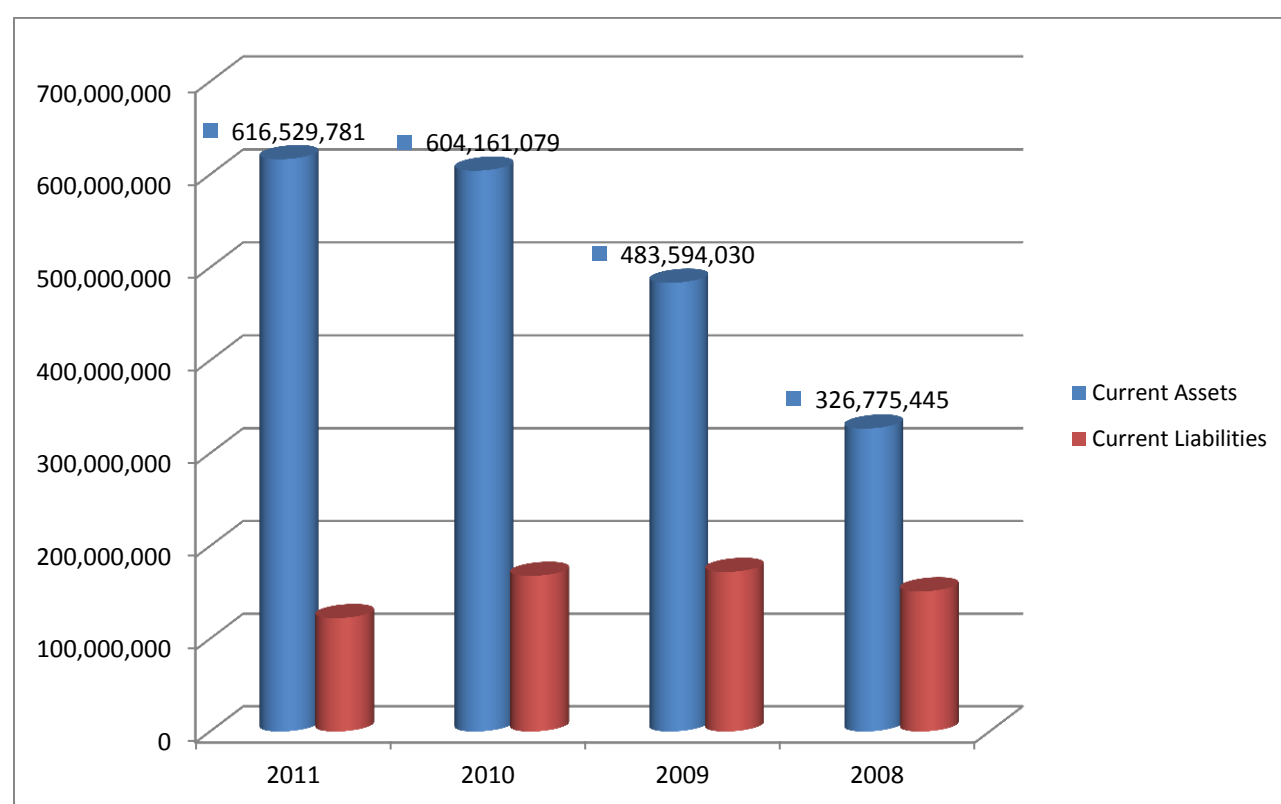
As evident from the table below, the capacity of the Municipality to fulfill its short term obligations has systematically improved. As depicted on the graph below the liquidity has moved from healthy 2.16 (ratio of current assets to current liabilities) in 2008 to even healthier 5.04 in 2011. The net result is that the Municipality can service its short term commitments, which is a good indicator.

However, on analysis of the ageing of debtors as presented on the financial statements, we noted further that there is a significant debts amounting to R445 042 197 that are due for over 365 days. The general state of the ageing of debts is a cause for concern. We would place a high risk on the collection of these amounts which puts an even greater strain on the liquidity position of the municipality. Concerted efforts are necessary to augment debt collection strategies in order to ensure that the municipality remains financially viable in a long term.

The table below highlights our liquidity position for the 2008, 2009, 2010 and 2011 financial years:

Item	2011 (R)	2010 (R)	2009 (R)	2008 (R)
Current Assets	616 529 781	604 161 079	483 594 030	326 775 445
Current Liabilities	122 286 449	167 853 200	172 117 362	151 122 083
Ratio	5.04	3.60	2.81	2.16

The graph below further illustrates our liquidity situation:



CASH FLOWS

The analysis below has been made from the cash flow statement presented on the annual reports for the years under scrutiny.

The table below depicts the cash flow analysis of the municipality from the past 4 year's cash flows:

Item	2011	2010	2009	2008
Net Cash from Operating Activities	654 266 273	512 953 010	138 675 844	60 230 413
Net Cash from Investing Activities	-729 108 130	-105 812 591	-167 545 409	-133 658 872
Net Cash from Financing Activities	34 514 093	6 509 327	20 099 229	24 519 601
Cash & Cash equivalents at the end of the year	381 792 757	422 120 521	366 053 927	246 100 993
Increase/(decrease)	-(0.10)	0.15	0.49	

As evident from the table above, the municipality has been enjoying positive cash flows from its operations of 55% from 2008 to 2011, save for slight decline of 10% in 2011.

From our analysis, substantial amount of cash has been utilized in the investment in property, plant and equipment, which is a good indicator.

The financing situation for the Municipality has been positive.

THE ORGANISATIONAL ENVIRONMENT

The results of this analysis are caused by a congruent of factors.

Requirement in Terms of MFMA

FINANCIAL DISCIPLINE

Section 62 (1) (a-e) of the MFMA states that:

- 1) The accounting officer of a municipality is responsible for managing the financial administration of the municipality and must for this purpose take all reasonable steps to ensure –
 - a) that the resources of the municipality are used effectively, efficiently and economically,
 - b) that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards,

- c) that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control,
- d) that unauthorised, irregular or fruitless and wasteful expenditure and other losses are prevented,

Section 65 (2) (j) further states that the accounting officer of a municipality is responsible for the management of the expenditure of the municipality and must take all reasonable steps to ensure that all financial accounts of the municipality are closed at the end of each month and reconciled with its records.

Section 63 of the MFMA states that:

- 1) The accounting officer of a municipality is responsible for the management of:
 - a) the assets of the municipality, including the safeguarding and the maintenance of those assets, and
 - b) the liabilities of the municipality

Furthermore, Section 64 of the MFMA states:

- 1) The accounting officer of a municipality is responsible for the management of the revenue of the municipality;
- 2) The accounting officer must for the purposes of subsection (1) take all reasonable steps to ensure –
 - a) that the municipality has effective revenue collection systems consistent with section 95 of the Municipal Systems Act and the municipality's credit control and debt collection policy,
 - b) that revenue due to the municipality is calculated on a monthly basis,
 - c) that accounts for municipal tax and charges for municipal services are prepared on a monthly basis, or less often as may be prescribed where monthly accounts are uneconomical

GRAP/GAMAP

National Treasury issued a circular requiring all municipalities across the country to be fully compliant with GRAP/GAMAP accounting standards by 2010,

There is a general lack of requisite knowledge by the finance team on GRAP/GAMAP requirements. This culminates in:

- An inability to account for financial accounts in line with GRAP/GAMAP accounting standards,

- Reliance on consultants in preparing financial statements in line with GRAP/GAMAP requirements by municipalities already converted from IMFO to GRAP/GAMAP,
- Lack of preparedness by those municipalities still to convert to GRAP/GAMAP requirements,
- Financial systems not geared towards GRAP/GAMAP requirements.

FINANCIAL CHALLENGES

The following challenges in financial administration, management and reporting within municipalities have been identified:

Lack of Financial discipline

Lack of systems of internal controls to manage assets evidenced by:

- Asset registers not updated when acquisitions, impairments or disposals are made;
- Reconciliations of the asset register to the general ledger not performed;
- Regular verifications of assets to ascertain existence and condition not in place.

A lack of these processes contribute to delays in the submission of financial statements due to difficulties encountered in reconciling general ledger / trial balance to corresponding supporting schedules. Further, the existence of assets cannot be ascertained due to a lack of ongoing process to verify them.

Inadequate revenue collection systems within municipalities evidenced by:

- Low recovery of amounts owed for municipal services from consumer debtors;
- Lack of procedures to enforce recovery of debts or follow-up on outstanding amounts,
- Lack of advice to the council on revenue enhancement mechanisms.
- Extraordinarily large provisions for doubtful debts being posted on the Annual Financial Statements.
- Lack of month end discipline resulting in month end closure not performed, critical month end reconciliations not performed, inability to identify completeness of recording of transactions, and inability to report meaningfully to the municipal structures on financial performance;
- Poor record management resulting in difficulties in tracing financial records supporting the financial affairs of the municipality;
- Lack of processes to identify and manage unauthorised, irregular and wasteful expenditure;
- Issues raised by the Office of the Auditor General not followed up and cleared on time.

Skills

Section 83 of the MFMA prescribes that:

- 1) The accounting officer, senior managers, the Chief Financial Officer and other financial officials of a municipality must meet the prescribed financial management competency levels.

The following skills are critical for finance staff:

- Knowledge of generally recognised accounting practise at transaction level (i.e. inability to account for financial accounts correctly through basic principle of debit and credit),
- Understanding of the importance of month end closure,
- Understanding of reconciliations and their purpose,
- Adequate supervision of staff activities,
- Ability to present meaningful monthly management reports and provide sound advice to the council,
- Ability to prepare annual financial statements in accordance with applicable generally recognised accounting standards.

General

Due to inadequacy of the current structure there is a high risk of errors and fraud and corruption due to lack of segregation of incompatible duties, particularly in Supply Chain Management.

The current structure has compromised financial reporting and provision of statistical information to stakeholders.

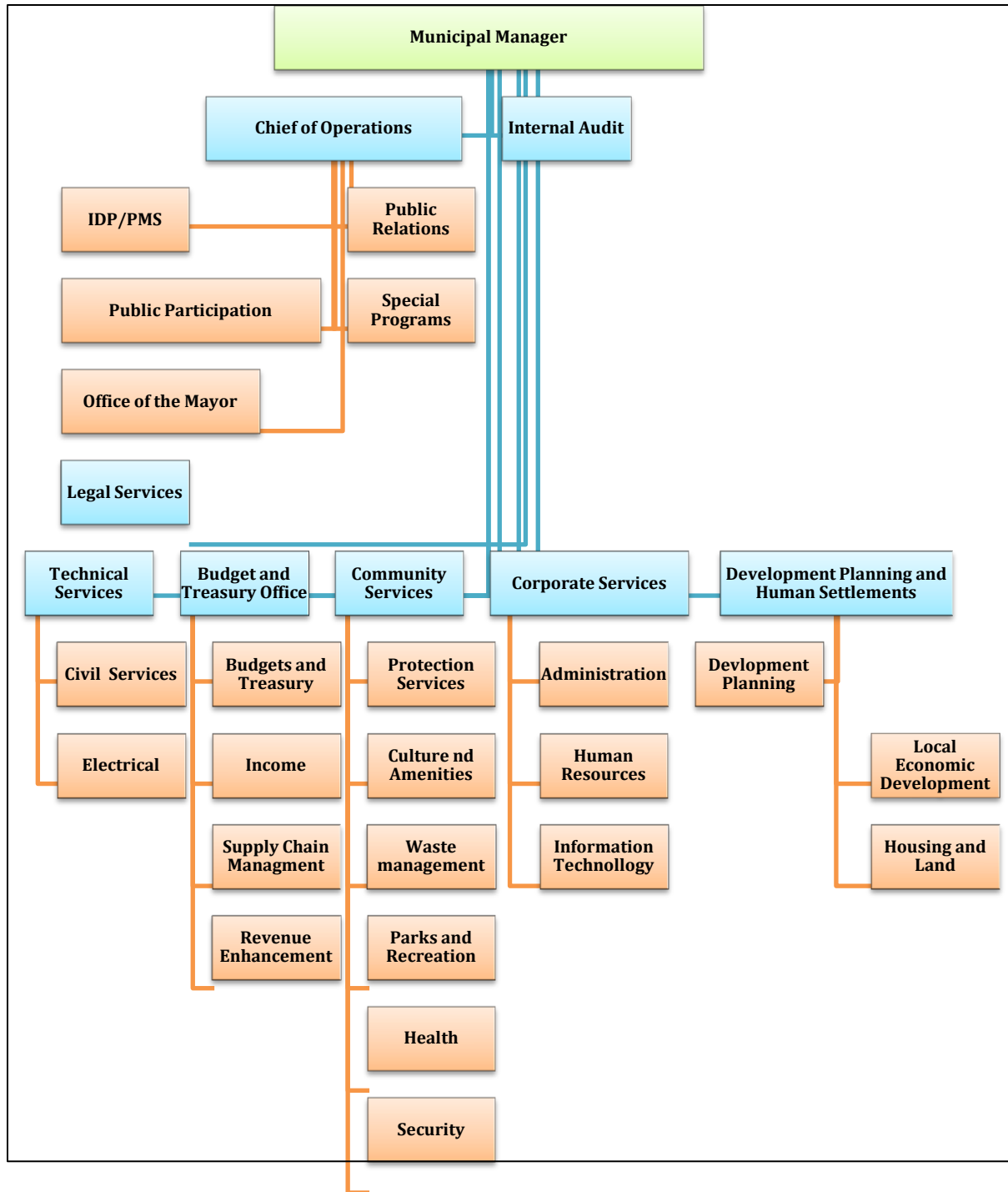
An expectation that at the levels in terms of the current structure the finance staff would possess the requisite skills in financial management is potentially a fallacy as there is a country – wide cry for the shortage of such skills. It is probably a foregone conclusion that the attraction of these skills would be in environments most conducive for luxurious lifestyles. These skills are, as such, attracted to the private sector and to urban environments, thus compromising the public service and, in particular, rural municipalities. Without disrespect, with the current structure it unlikely that the municipality can attract the “cream of the crop”. Unless this fact is accepted as a reality of our public administration, coherent strategies to effect meaningful administration and, indeed this proposition, will never be accepted and implemented.

CHAPTER 4

ORGANISATIONAL DEVELOPMENT OVERVIEW

As at 30 June 2011, the Municipality had a staff compliment of 1234 people, servicing areas of Newcastle, Madadeni, Osizweni, Blaauwbosch, Ngagane, Kilbarchan, and Charlestown. The total establishment should be 2000. However, the Micro structure is being reviewed as part the organisational restructuring process, and the staff complement could therefore increase to meet the service delivery challenges.

COST TO EMPLOYER OF MUNICIPAL STAFF :- (TOTAL)	1234	R164 380 636
- Top Management	16	R11 948 590,68
- Senior Management	29	R15 702 051,45
- Professionally qualified and mid – management	59	R17 220 146,51
- Skilled technical and academically qualified – junior Management	216	R42 677 363,22
- Semi – skilled and discretionary decision making	259	R27 221 515,16
- Unskilled and defined decision making	484	R40 706 931,35
- Temporary employees	171	R8 904 038,40



ORGANISATIONAL STRUCTURE

The following information provides a breakdown of staff per function

DEPARTMENT	NO. OF EMPLOYEES	MALES	FEMALES
MUNICIPAL MANAGER AND MAYOR'S OFFICE	36	21	15
CORPORATE SERVICES			
- Administration	35	14	21
- Human Resources	23	9	14
COMMUNITY SERVICES			
- Culture & Amenities	320	268	52
- Protection / Community Services	421	303	118
DEVELOPMENT & PLANNING			
- Town Planning	24	16	8
- Housing & Land	29	11	18
- Economic Development	8	5	3
TECHNICAL SERVICES			
- Civil Services	185	131	54
- Electrical / Mechanical Services	66	54	12

FINANCIAL SERVICES	87	30	57
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EMPLOYMENT EQUITY

Progress has been made during the last year with regard to affirmative action .

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	12	0	0	2	1	0	0	1			16
Senior management	15	0	2	2	6	0	2	2			29
Professionally qualified and experienced specialists and mid-management	17	1	2	7	20	1	2	9			59
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	67	7	16	27	59	3	9	28			216
Semi-skilled and discretionary decision making	141	1	15	6	61	4	15	16			259
Unskilled and defined decision making	327	5	10	1	140	1	0	0			484
TOTAL PERMANENT	579	14	45	45	287	9	28	56			1063

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Temporary employees	102	3	7	3	37	0	10	9			171
GRAND TOTAL	681	17	52	48	324	9	38	65			1234

SKILLS DEVELOPMENT

The following training has been conducted for employees during the 2010/2011 financial year:

PROGRAMME	NR OF EMPLOYEES	COST
Certificate Programme in Management Development	1	R 38,048.17
Computer Development Programme	152	R 192,247.61
Occupation Directed ETDP	13	R 64,140.05
Electricians Development Programme	20	R 131,490.00
Traffic Development Programme	2	R 40,678.00
Accountancy Certificate (LGAC)	23	R 62,487.92
Artisans Development Programme	34	R 8,189.36

PROGRAMME	NR OF EMPLOYEES	COST
Drivers and Operators Dev. Programme	137	R 405,849.35
Public Relations	5	R 56,057.47
Security Development Programme	25	R 67,916.76
Various Workshops and Conferences	65	R 240,041.23
Gap skills training	3	R 7,002.33
DBSA Electricians	2	R 8,958.91
EAP Training	2	R 17,341.42
Effective report writing	2	R 13,231.97
First Aid Training	10	R 7,650.00
Grador & TLB Operators	13	R 19,629.35
HR Policy Presentation	73	R 29,388.00
IsiZulu	10	R 0.00
Lifesaving Refresher	5	R 12,029.91
Matric	29	paid in 2009/2010
Financial development programme	14	R 77,906.65

PROGRAMME	NR OF EMPLOYEES	COST
TOTAL	640	R 1,500,284.46

PRACTICAL EXPERENTIAL TRAINING PROGRAMME

DEPARTMENT	NO OF TRAINEES ENGAGED
Technical Services	27
Corporate Services	14
Community Services	26
Budget and Treasury Office	-
Development Planning & Human Settlements	13
Office of the Municipal Manager	5

The submission of the approved Workplace Skills Plan on time to the Local Government Sector Education Training Authority (LGSETA) is seen as an achievement as it renders the municipality eligible for mandatory and discretionary grants.

Three ABET educators were hired to teach employees that are enrolled on the ABET programme. There are thirty employees that are on the programme on levels 1, 2,3 and 4. The classes run every day of the week in order to ensure continued service delivery.

CHAPTER 5

ANNUAL PERFORMANCE REPORT 2010/11

The Annual Performance Report (Appendix 3)is included in this Annual Report. The Annual Performance Report includes the following :-

- ✓ [Organisational Score-card using the Cogta Reporting Template](#)
- ✓ [SDBIP's for all departments](#)
- ✓ [Capital Status Report as at 30 June 2011](#)

LEGISLATIVE OVERVIEW

Section 46 of the Municipal Systems Act requires a municipality to prepare for each financial year a performance report reflecting–

- ❖ The performance of the municipality and of each external service provider during that financial year;
- ❖ A comparison of the performances referred to in paragraph (a) with targets set for and performances in the previous financial year; and
- ❖ Measures taken to improve performance

Every attempt has been made to align the submission of this Annual Performance Report with the submission of the Annual Financial Statements for the Office of the Auditor-General.

Section 121 of the Municipal Finance Management, 2003, further requires that this Annual performance report form a component of the Annual Report to be submitted to Council by the 31 January each year.

Accordingly, the final Annual Performance Report for 2010/11 is to be incorporated in the Annual Report including other such components such as the Annual Financial Statements, Audit Report from the Auditor-general's Office, the Audit Committee Recommendations etc.

LESSONS LEARNT

Reporting requires that the priorities of the organisation, its performance objectives, indicators, targets, measurements and analysis, are taken and presented in a simple and accessible format, relevant and useful to the specified target groups for review. While it is important that the reporting formats are relevant, useful and cater for the reader's need in reviewing performance, the existence of too many reporting formats can become both confusing and burdensome to the organisation. The ideal situation is the existence of one reporting format that contains the necessary information for all users, yet remains simple and accessible to all users.

It is also apparent that in order for an effective PMS, it is necessary for all stakeholders to be involved in the planning, monitoring and review process. Of specific note is the need for the streamlining of oversight activities by the Council and Community through processes specified in a framework to be aligned to other key strategic processes of the organisation.

It was further identified that it is in fact necessary for performance to cascade to all levels of employees to enhance service delivery processes. Accordingly, performance management options and policy review is being investigated.

Perhaps one of the critical factors influencing performance in the organisation is the value chain and instilling a culture of performance. This would include amongst others - change management and team building techniques, awareness of and practicing of Batho Pele principles and a Code of Ethics. These are all processes that will form the basis of a restructuring and skills development programme of the municipality.

For the performance Management process to be efficient, it is necessary for an automated system to be implemented to ensure accurate reporting that is aligned to financial reporting processes. This must be followed by effective risk management and internal audit processes to ensure that review mechanisms are implemented timeously.

Of critical importance is the need for improved Intergovernmental relations to ensure streamlining of performance based reporting processes. This would require that all spheres of government to integrate and co-ordinate these reporting requirements through the identification and rationalization of key performance indicators aligned to the National Growth Path.

OVERALL OBSERVATIONS

- ✓ The Assessment is based on Reported, Un-audited Performance Reports. The Portfolios of evidence is subject to verification and evaluation processes being finalised

- ✓ The administration has made significant progress in respect of millennium development goals through the eradication of backlogs for basic services. It was through this reporting cycle that it was observed that water services through water tanker service were not included in the statistics. The backlog figures were therefore overstated. This has been corrected in the quarter 4 reporting period.
- ✓ Major inroads were made in respect of rendering free basic services to specifically informal settlements. Newcastle has seen a growth in informal settlements especially the H39 and Siyahlalala informal settlements. The need to fast track housing development cannot be over emphasized, and this required an asserted engagement with the Provincial department of Human Settlements.
- ✓ The implementation of the roads programme has seen an increase in the kilometers of roads graded and tarred, resulting in 414,6 km of roads being graded and 35,2 km of roads being tarred. An additional 41,59 km of roads was also resealed in this year.
 - Whilst it is concerning that there is need to roll-over unspent capital funds especially for roads development, it is pleasing to note that attempts to fast track the capital development programme using innovative project management approaches and methodologies is in progress.
- ✓ It is necessary to ensure integrated reporting in respect of electricity which requires engagement with ESKOM for its license area. As a result the data contained in this annual performance report is restricted to the Newcastle Municipality license area.
- ✓ A new financial system was implemented in the 2010/11 financial year. As is expected with any new system being introduced in the organisation, *“teething problems”* are being experienced. This has impacted on meeting minimum reporting requirements. However, every effort was made to comply with legislative reporting requirements.
- ✓ Whilst departments have submitted reports, in some instances this was incomplete due to the un-availability of information. As a result the progress in respect of reportable indicators have

not been given in certain instances. It is expected that this be included prior to the formal evaluation for inclusion in the final Annual Performance Report.

- ✓ Management is required to better align its performance management process to the budget process . This will result in targets being more realistic. Furthermore, the performance against SDBIP's should be revised and to inform the adjustment budget process. Cash flow projections must also be revised and aligned to the adjustment budget and revised SDBIP's
- ✓ Through the Manco and Extended Manco,, interdepartmental co-ordination and integration is encouraged. A weakness identified is inadequate co-ordination processes and systems to encourage team performance resulting in non-alignment of KPI's, targets and reporting against related objectives and projects.
- ✓ A major challenge within the organisation is poor record keeping by departments. This is impacting on delays in the submission of and integrity of performance information. A document management approach is being investigated to be applied consistently within the organisation.
- ✓ Monitoring and reporting from, and of the Water Services Provider is inadequate to effectively monitor the performance of the Entity in respect of non-financial indicators. It is necessary to engage the Entity further to develop a monitoring system aligned to that of the municipality.
- ✓ Whilst PMS auditing is conducted within the organisation to comply with legislation, the findings need to be included in an Action Plan to be implemented organisational wide. This will allow for internal audit supporting the PMS process thus adding value to the organisation as whole.

OVERALL COMMENT

- ✓ The progress and performance made in respect of meeting organisational and operational targets are commended.
- ✓ There is a need for further alignment between the IDP, PMS and Budget processes

- ✓ Additional monitoring, evaluation and review at a departmental level on at least a monthly basis is compulsory to encourage adherence to planned programmes.
- ✓ Internal co-ordination systems and processes require review to ensure improved co-ordination.
- ✓ Alignment of the Financial System to the Performance Management system must be fast tracked.
- ✓ Internal Auditing processes should be seen as supportive of and value-adding to the performance management process.
- ✓ Record keeping and document management approaches will determine the quality of the evidence to be submitted for evaluation purposes
- ✓ Performance management capacity to be increased organisational wide to improve processes

GENERAL RECOMMENDATIONS FOR IMPROVEMENT

- (a) That Directorates ensure more alignment between the IDP, PMS and Budget Process
- (b) That co-ordination internally be improved through the Office of the Municipal Manager
- (c) That monthly monitoring of SDBIP's and Capital Program through the respective Portfolio Committees be implemented as a standing item on the Agenda
- (d) That SED's comply with monthly reporting requirements to ensure compliance with all targets
- (e) That the financial system and performance management system be re-aligned to ensure accurate performance reports are prepared and submitted
- (f) That the number of cost centres on the budget be rationalized and aligned to the organizational structure in next budget cycle
- (g) That internal project management processes be improved to ensure effective implementation of the capital program,
- (h) That project task teams be established for all projects where co-ordination and integration is required
- (i) That the Interdepartmental Co-ordination Committee (ICC) comprising of all project managers (internal and external) meet regularly – this meeting to be co-ordinated through the Office of the Municipal Manager

- (j) That a system be developed to ensure monitoring of all service providers
- (k) That Intergovernmental Relations structures be established to better align and co-ordinate development priorities and reporting requirements for the municipality

CHAPTER 6

AUDITOR GENERAL REPORT

REPORT OF THE AUDITOR-GENERAL TO THE KWAZULU-NATAL PROVINCIAL LEGISLATURE AND THE COUNCIL ON NEWCASTLE MUNICIPALITY

REPORT ON THE FINANCIAL STATEMENTS

Introduction

1. I have audited the accompanying financial statements of the Newcastle Municipality, which comprise the statement of financial position as at 30 June 2011, the statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, a summary of significant accounting policies and other explanatory information as set out on pages 63 to 69 and relevant appendices.

Accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Local Government: Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2010 (Act No. 1 of 2010) (DORA), and for such internal control as management determines necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-General's responsibility

3. As required by section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), section 4 of the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and section 126(3) of the MFMA, my responsibility is to express an opinion on the financial statements based on my audit.
4. I conducted my audit in accordance with International Standards on Auditing and *General Notice No. 1111 of 2010* issued in *Government Gazette No. 33872 of 15 December 2010*. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
5. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the municipality's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the

reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

6. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified audit opinion.

Basis for qualified opinion

Property, plant and equipment

7. The municipality did not review the residual values and useful lives of assets at each reporting date in accordance with SA Standard of GRAP 17, *Property, plant and equipment (PP&E)*, as evidenced by assets with a gross carrying amount of R10,024 million being included in the financial statements at a zero net carrying amount whilst still being in use, thus impacting on the valuation of these assets. Furthermore, the accounting officer undertook an asset verification during 2010-11 in an attempt to correct assets that were not previously recognised. Therefore, as disclosed in note 38 to the financial statements, the 2009-10 corresponding figure for PP&E had been restated by R460,051 million. However, no supporting documentation and records were available for the restatement. In addition, no evidence was provided that assets were assessed at each reporting date for impairment. Consequently, I did not obtain sufficient appropriate audit evidence to satisfy myself as to the valuation, existence, completeness and rights of PP&E for the amount of R460,051 million included note 7 to the financial statements and also determine whether any adjustments might be necessary to the amounts shown in the financial statements for accumulated surpluses, depreciation, accumulated depreciation and impairment.

Provision for bad debts

8. Note 2 to the financial statements includes an amount of R611,214 million, which is reflected as a bad debt impairment. This impairment was based on a general provision of consumer debtors outstanding at year-end over 60 days, without being supported by a reasonable risk profiling per location or category of the debt, bases and assumptions and in this regard, the accounting officer did not comply with SA Standard of GRAP, IAS 39 (AC 133), *Financial Instruments: Recognition and Measurement*. In addition, financial records and the aging history per debtor were not provided to assess the reasonability of the provision. Consequently, I did not obtain sufficient appropriate evidence to satisfy myself as to the accuracy of the provision for bad debts.

Opinion

9. In my opinion, except for the possible effects of the matters described in the Basis for qualified opinion paragraphs, the financial statements present fairly, in all material respects, the financial position of the Newcastle Municipality as at 30 June 2011 and its financial performance and cash flows for the year then ended, in accordance with the SA Standards of GRAP and the requirements of the MFMA and DORA.

Emphasis of matters

10. I draw attention to the matters below. My opinion is not modified in respect of these matters:

Material losses

11. As disclosed in note 50 to the financial statements, material losses to the amount of R59,214 million (32 334 604 kilowatt hours) were incurred as a result of electricity distribution losses.

Irregular expenditure

12. As disclosed in note 53 to the financial statements, the municipality incurred irregular expenditure of R15,437 million as the expenditure incurred was in contravention of the Local Government: Municipal Supply Chain Management Regulations, 2005.

Additional matter

13. I draw attention to the matter below. My opinion is not modified in respect of this matter:

Unaudited supplementary schedules

14. The supplementary information set out on pages XX to XX does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion thereon.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

15. In accordance with the PAA and in terms of *General Notice No. 1111 of 2010*, issued in *Government Gazette No. 33872 of 15 December 2010*, I include below my findings on the annual performance report as set out on pages 102 to 107 (and relevant appendices) and material non-compliance with laws and regulations applicable to the municipality.

Predetermined objectives

16. There were no material findings on the annual performance report.

Compliance with laws and regulations**Annual financial statements**

17. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 (1)(a) of the MFMA. Certain misstatements identified with regard to revenue, receivables, payables, cash and cash equivalents and disclosures were subsequently corrected, but, the uncorrected material misstatements resulted in the financial statements receiving a qualified audit opinion.

Expenditure management

18. The accounting officer did not take reasonable steps to prevent irregular expenditure, as required by section 62(1) (d) of the MFMA.

INTERNAL CONTROL

19. In accordance with the PAA and in terms of *General Notice No. 1111 of 2010*, issued in *Government Gazette No. 33872 of 15 December 2010*, I considered internal control relevant to my audit, but not for the purpose of expressing an opinion on the effectiveness of internal control. The matters reported below are limited to the significant deficiencies that resulted in the basis for qualified opinion, and the findings on compliance with laws and regulations included in this report.

Leadership

20. The accounting officer did not exercise adequate oversight responsibility over monthly financial reporting and compliance with laws and regulations relating to supply chain management and the relevant internal controls. Consequently actions were not taken to mitigate weakness to timeously respond to financial and compliance related risks.

Financial management

21. Systems and controls were not designed in a manner to prevent, detect and address risks that impact on financial and compliance reporting. In this regard, the accounting officer did not ensure that regular, accurate and complete monthly financial reports were prepared, which were supported and evidenced by credible and reliable information. In addition, compliance with applicable laws and regulations was not monitored regularly. This resulted in material corrections in financial statements and reportable compliance related issues.

Governance

22. The audit committee did not promote accountability through evaluating and monitoring responses to risks and provide adequate oversight over the effectiveness of the internal control environment, including financial and supply chain management compliance reporting requirements. In addition, the internal audit unit did not perform ongoing monitoring and evaluations to ensure that controls were appropriately designed and implemented.

OTHER REPORT

Investigation

23. An investigation to probe the manner in which cheques to the value of R10,357 million were stolen from the municipality's offices and presented for payment was still in progress at the report date.

Pietermaritzburg

14 December 2011



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

CORRECTIVE ACTION TAKEN OR TO BE TAKEN IN RESPONSE TO AUDIT ISSUES

The issues raised by the Auditor-General as responded to as follows :

ISSUE	ACTION TAKEN/TO BE TAKEN
LEADERSHIP ✓ Culture Of good governance	✓ Approved Code of Ethics Policy in July 2011 ✓ Staff information sessions to commence in January 2012
Oversight committee /SCOPA/MPAC	✓ SCOPA established in August 2011 ✓ Terms of reference reviewed to MPAC in October 2011
Filling of Critical Posts	<ul style="list-style-type: none"> ○ Total number of critical posts filled as at 30 June 2011 – 13, 4 in progress ○ In the process of restructuring proposals to be finalised in January 2012 for Council approval
Unauthorised, irregular and fruitless and wasteful Expenditure	✓ Registers in place in the SCM Unit and Creditors section – monitored by the CFO and reviewed by the Municipal Manager at least monthly
Internal Audit Action Plan	✓ KPI on the Internal Audit Action Plan included in Performance agreements of section 57 employees
INFORMATION TECHNOLOGY	✓ IT Governance Framework has been established. ✓ MANCO is the IT Steering Committee

ISSUE	ACTION TAKEN/TO BE TAKEN
	<ul style="list-style-type: none"> ✓ <i>IT Strategy approved in July 2011</i> ✓ <i>IT Disaster Recovery Plan approved in July 2011</i> ✓ <i>The IT Backup strategy which is based on a 2-rotational plan and how back-up media is stored offsite was also approved in July 2011</i> ✓ <i>The IT Security Policy approved July 2011.</i> ✓ <i>IT Asset Management Policy approved in July 2011</i> ✓ <i>IT Asset Register developed and being updated regularly</i>
FINANCIAL AND PERFORMANCE MANAGEMENT	
Proper filing system should be in place with regard to cheques	<ul style="list-style-type: none"> ✓ <i>Cheques and cheque vouchers are properly filed and kept in a lockable cabinet/strong room.</i>
Performance management source documents and reports to be stored centrally in a portfolio of evidence file.	<ul style="list-style-type: none"> ✓ <i>Portfolios of evidence submitted quarterly is stored in the Office of the Performance Manager</i>
Consultants to be monitored by the accounting officer and the CFO in terms of complying with the SLA regarding skills transfer to staff members of the municipality	<ul style="list-style-type: none"> ✓ <i>KPI to be included on SLA of Consultant</i> ✓ <i>Competencies of staff to be monitored and evaluated based on proposed performance processes for individual employees</i> ✓ <i>Skills Audit And Work Place Skills Plan</i>

ISSUE	ACTION TAKEN/TO BE TAKEN
All journals will be systematically filed and supported by audit evidence	✓ <i>Journals are systematically filed and supported by evidence and workings</i>
Monthly management accounts and quarterly financial statements shall be produced and presented before council and the audit committee.	✓ <i>Monthly reports done in terms of section 71, however a plan to prepare AFS on a quarterly basis is underway, and included in the performance agreement of the MM and CFO . Training on the AFS module of the new FMS has just been conducted. The accountant who will prepare quarterly AFS has been appointed</i>
Provision for doubtful debts will be supported by reasonable assumptions and criteria that have been approved by the accounting officer	✓ <i>An assumption of 60 days and + is currently used to provide for doubtful debts, Municipality is currently developing a policy to address this matter – to be done during the budget process</i>
Journals to be supported by proper documentation	✓ <i>All journals are now supported by proper documentation and/or workings</i>
Inventory stock counts to be conducted on a quarterly basis and the stock sheets to be properly filed for audit purposes.	✓ <i>The logistics Manager has been appointed with effect from 01/10/2011 and one of her tasks will be to conduct the inventory stock counts quarterly. This is envisaged to take place only in the 3rd quarter of</i>

ISSUE	ACTION TAKEN/TO BE TAKEN
	<i>2011/12 financial year</i>
Asset register <ul style="list-style-type: none"> ✓ to be reviewed on a monthly basis by the asset manager, CFO and accounting officer. ✓ Reconciliation of the asset register to the general ledger will be performed, and reviewed by an appropriate member of management on a monthly basis ✓ Asset counts to be performed quarterly by independent persons and reconciled to register and general ledger. These reconciliations are to be reviewed by the appropriate member of management. 	<ul style="list-style-type: none"> ✓ <i>pending the appointment of an Asset Manager and other staff under the unit. This has previously been done annually but the capacity improvement consultant is currently assisting with reviews on an ad-hoc basis. The asset manager will be appointed by 31 March 2012 thereafter these issues will be resolved</i>
<ul style="list-style-type: none"> ✓ Deviations register for SCM to be independently prepared and reviewed, with all instances being reported monthly to council. 	<ul style="list-style-type: none"> ✓ <i>The register is currently in place. However, due to staff constraints, reporting to Council has not been done on a monthly basis, but quarterly. Monthly reporting will be effected from the second quarter of 2011/2012 financial year.</i>
Development of a compliance checklist	<ul style="list-style-type: none"> ✓ <i>The draft checklist which will monitor compliance with different legislation has been developed and has be submitted EXCO and Council</i>
IT systems to ensure the reliability of the systems and the availability, accuracy and protection of information	<ul style="list-style-type: none"> ✓ <i>The approved IT security policy is in place</i> ✓ <i>A full blown review of employee access rights has been done and finalised. The user access form has also been designed</i>

ISSUE	ACTION TAKEN/TO BE TAKEN
	<p><i>and is only approved by the finance manager managing a particular system module. Any other changes to user access levels are communicated by the manager to IT section via e-mail and periodic reviews will be performed on a three months basis</i></p> <ul style="list-style-type: none"> ✓ <i>A number of exception reports have already been development and in use. The following are amongst the few: Stores movement, Pay limit (over R200K), outstanding orders, budget transfers, unauthorised transactions</i> ✓ <i>Financial and non-financial performance reporting to be further aligned through an automated system for implementation in the 2012/13 financial year</i>
GOVERNANCE	
Risk Management Activities	<ul style="list-style-type: none"> ✓ <i>Risk Management Strategy and Policy approved in July 2011</i> ✓ <i>Risk Management Plan approved in July 2011</i> ✓ <i>Anti-corruption strategy and Fraud Preventions Plan approved in July 2011</i> ✓ <i>Organisational Risk Register approved in August 2011</i> ✓ <i>IT Risk Register approved In August 2011</i> ✓ <i>Risk Committee established</i>

ISSUE	ACTION TAKEN/TO BE TAKEN
	<ul style="list-style-type: none"> ✓ All risk management policies workshopped to Council in September 2011 ✓ Risk Manager appointed with effect 01 December 2011
Functioning of Internal Audit ✓	<ul style="list-style-type: none"> ✓ Quarterly internal auditing of performance measures in progress in line with Internal Audit Plan for 2011/12 ✓ Performance monitoring in progress at least quarterly ✓ Restructuring to cater for dedicated audit staff to each department to support and ensure effectiveness of internal controls <ul style="list-style-type: none"> ○
Functioning of Audit Committee	<ul style="list-style-type: none"> ✓ Re-establishment of Audit Committee in August 2011 ✓ Audit Committee consideration of Financial statements prior to submission to AG in August 2011 ✓ Increased number of members to ensure continued functionality
Community Participation PMS	<ul style="list-style-type: none"> ✓ IDP Representative Forum ✓ Aligned to IDP and Budget roadshows ✓ Ward Committees established during September/October 2011 ✓ To use ward committees to enhance public participation processes holistically ✓ Use of media – newsletters, local newspaper etc.

CLEAN AUDIT 2014

The Newcastle Municipality is committed to CLEAN AUDIT 2014 through :-

- ✓ Municipal Turnaround strategy – to be a standing item on the agenda
- ✓ Restructuring and placement process to concluded by June 2012
- ✓ Oversight through SCOPA/MPAC
- ✓ Audit Committee functionality – increased number of members to attract more qualified members and incentive to perform
- ✓ Internal Audit – capacity to be increased
- ✓ Intensify Performance Management processes and cascading to all employees – phased approach,
- ✓ Risk Management intensified through establishment of a unit
- ✓ Compliance Checklists for all departments to be compiled and monitored through performance agreements
- ✓ AG and internal audit action plans - to be a standing item on the agenda and KPI on performance agreements
- ✓ Anti-corruption and fraud prevention plans
- ✓ Increase capacity – SCM and other priority functional areas and minimum competency compliance through MFMP

CHAPTER 7

ANNUAL REPORT OF THE MUNICIPAL ENTITY

The [Annual Report of the Municipal Entity – Uthukela Water](#) is presented as part of this Annual Report and is attached as Appendix 4

CHAPTER 8

RECOMMENDATIONS OF THE AUDIT COMMITTEE

The Audit Committee as at the 30 June 2011 was not functional due to resignations of Audit Committee members. However this component will be pursued and inserted on receipt thereof.

VOLUME 2

SERVICE DELIVERY ANALYSIS AND PERFORMANCE HIGHLIGHTS (INCLUDES PHOTOS)

APPENDICES

APPENDIX 1 - [FINANCIAL STATEMENTS 2010`11\FINAL AFS NEWCASTLE LOCAL MUNICIPALITY AS 30 JUNE 2011.XLSX](#)

APPENDIX 2 - [FINANCIAL STATEMENTS 2010`11\CONSOLIDATED FINAL AFS NEWCASTLE LOCAL MUNICIPALITY AS AT 30 JUNE 2011.XLSX](#)

APPENDIX 3 - ANNUAL PERFORMANCE REPORT 2010/11

✓ [ORGANISATIONAL SCORE-CARD USING THE COGTA REPORTING TEMPLATE](#)

✓ [SDBIP'S FOR ALL DEPARTMENTS](#)

✓ [CAPITAL STATUS REPORT AS AT 30 JUNE 2011](#)

APPENDIX 4 - [UTHUKELA WATER ANNUAL REPORT\ANNUAL REPORT 2011-DRAFT.PDF](#)

CONSOLIDATED ANNUAL MUNICIPAL PERFORMANCE REPORT 2010/11

NAME OF MUNICIPALITY: NEWCASTLE

FINANCIAL YEAR ENDED: 30 JUNE 2011

National KPA	No.	Indicators	Unit of Measure/ Calculation	2009/10	QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4		2010/11
				BASELINE	Target	Progress Achieved	Target	Progress Achieved	Target	Progress Achieved	Target	Progress Achieved	Progress Achieved
Basic Service Delivery and Infrastructure Development	1	Number of Households with access to basic (or higher) levels of water	No. of Households	69858	400	420	0	0		0	0	14258	14678
	2	Number of households with access to free basic water	No. of Households	21442	400	420	0	0		22227	0	36539	36539
	3	Number of Households with access to basic (or higher) levels of sanitation	No. of Households	77349	400	420	115	50		0	0	76	546
	4	Number of households with access to free basic sanitation	No. of Households	21442	400	420	400	420		22227	75	22357	22357
	5	Number of Households with access to basic (or higher) levels of electricity	No. of Households	72338	0	0		0		0	500	0	0
	6	Number of households with access to free basic electricity	No. of Households	21442	0		22000	22000		22227		22281	22281
	7	Number of Households with access to basic (or higher) refuse removal	No. of Households	53000	0	0	0	0		0		0	53000
	8	Kilometers of new municipal roads constructed	Kilometers	28			0	10		10	15	15.2	35.2
	9	No. of new houses constructed	No. of Households	0	0		0	0		4		0	4
	10	No. of households in informal settlements provided with Water	No. of Households	no data	0	420	400	420		0	900 ate Siyahhlala and 50 at H39	1310	2150

National KPA	No.	Indicators	Unit of Measure/ Calculation	2009/10	QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4		2010/11
				BASELINE	Target	Progress Achieved	Target	Progress Achieved	Target	Progress Achieved	Target	Progress Achieved	Progress Achieved
Development	11	No. of households in informal settlements provided with Sanitation	No. of Households	no data	400	420	400	420		0	50 at H39	76	916
	12	No. of households in informal settlements provided with Electricity	No. of Households	0	400	420		0		0		0	
	13	Number of disasters prevented, mitigated and preparedness	No. of Disasters prevented	No Data		0	0	15		49		0	64
	14		No. of Disasters mitigated	9		1	0	1		1		0	2
	15		% Preparedness	100		80%	100	100		100%		100%	100%
	16		No. of interruptions (water services)	No Data			0	119		151	200	213	483
			No. of interruptions (santiation services)	No Data			No Data	119		151	190	200	470
			No. of interruptions (electrical services)	No Data			No Data	78			414	409	487
			No. of interruptions (refuse removal services)	No Data			No Data	No Data		0		0	0
	17	Service delivery interruptions per type of service (time per quarter) and no. of households affected	No. of Households affected by water interruptions	No Data			No Data	3020		4500	19000	3500	11020
			No. of Households affected by santiation interruptions	No Data			No Data	3020		4500	3000	4300	11820
			No. of Households affected by electrical interruptions	No Data			No Data	92				960	1052
			No. of Households affected by refuse removal interruptions	No Data			0	0		0		0	0
	18	Quarterly collection rate on billings	% Collection rate (Total receipts for services/ Total billings for services)	81.55			No Data	No Data		To be calculated		No Data	No data

National KPA	No.	Indicators	Unit of Measure/ Calculation	2009/10	QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4		2010/11
				BASELINE	Target	Progress Achieved	Target	Progress Achieved	Target	Progress Achieved	Target	Progress Achieved	Progress Achieved
Financial Viability and Financial Management	19	Percentage growth in revenue collected by the municipality as a % of projected revenue target	% Growth in revenue collected (Actual revenue collected for this quarter/ Targeted revenue collection for this quarter) - (Actual revenue collected previous quarter/ Targeted revenue collected previous	0			No Data	No Data		To be calculated		TO BE CALCULATED	TO BE CALCULATED
	20	% of budgeted revenue for property rates collected (implementation of the Municipal Property Rates Act, 2004 (Act no. 6 of 2004)	% Property rates collection (Total property rates received for the quarter/ Total property rates budgeted for the quarter) x 100	119.87			50%	50%		60%		60%	60%
	21	Grants as a % of revenue received	% Achieved (Total grants received/ Total revenue received) x 100	18.06				56%		0%		TO BE CALCULATED	TO BE CALCULATED
	22	R debtors outstanding as a % of revenue received for services	% Achieved (Total outstanding debtors/ Actual revenue received for services) x 100	86.95			No Data	No Data		384%		413%	413%
	23	% of debt over 90 days	% of debtors >90 days (Total outstanding debtors >90days/ Total outstanding debtors) x 100	75.12			No Data	No Data		86%		86%	86%
	24	Debtors collected as a % of money owed to the municipality	% Debtors collections (Actual revenue received for services/ Total outstanding debtors) x 100	93.79			No Data	No Data		26%		24%	24%
	25	Debt coverage	Ratio ((Total operating revenue received) - (operating grants received)/ debt service payments due, including interest and capital)	58.32			No Data	No Data				67.08	67.08

National KPA	No.	Indicators	Unit of Measure/ Calculation	2009/10	QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4		2010/11
				BASELINE	Target	Progress Achieved	Target	Progress Achieved	Target	Progress Achieved	Target	Progress Achieved	Progress Achieved
	26	Cost coverage	Ratio ((All available cash at a particular time) + (Investments)/ Monthly fixed operating expenditure)	5.52			No Data	No Data		3.8		3.18	3.18
	27	Quarterly operational expenditure as a % of planned expenditure	% Achieved (Actual operational expenditure for this quarter/ Budgeted operational expenditure for this quarter) x 100	97.34		Yes	100%	92%		68%		113%	113%
	28	Quarterly capital expenditure as a % of planned capital expenditure	% Achieved (Actual capital expenditure for this quarter/ Budgeted capital expenditure for this quarter) x 100	81.2			50%	23%		27%		167%	167%
	29	% of operational budget spent on repairs and maintenance	% Achieved (Total repairs and maintenance expenditure/ Total operational budget) x 100	5.54			6%	7%		6%		6%	6%
	30	Quarterly repairs and maintenance expenditure	Rand value	R 52 179 789.00		Yes	30 832 691	34 174 042		37 764 000		17 031 038	17 031 038
	31	MIG expenditure as a % of annual allocation	% Achieved (Actual MIG expenditure for the quarter/ Annual allocation) x 100	102.33		09-Jun-10	50%	37%		56%		72%	72%
	32	% of a municipality's capital budget actually spent on capital projects	% Spent (Total spending on capital projects / Total capital budget) x 100	81.2		Yes	50%	23%		27%		69%	69%
	33	Annual Audit Opinion (2nd quarter only)	Qualified	Yes		30-May-10	N/A	Qualified		n/a		n/a	QUALIFIED
	34		Unqualified	No		yes	Unqualified	N/A		n/a		n/a	
	35		Disclaimer	No		28-Jun-10	N/A	N/A		n/a			
Municipal Transformation and Institutional Development	36	Timeous adoption of IDP	Yes/No	Yes		Yes	N/A	N/A		n/a		Yes	Yes
	37	Timeous adoption of Budget	Date adopted	30 May		Yes	N/A	N/A		n/a		28-Apr-11	28-Apr-11
	38		Yes/No	Yes		31-Aug-10	N/A	N/A		n/a		yes	yes
	39		Date adopted	28 June		Yes	N/A	N/A		n/a		28-Apr-11	28-Apr-11
	40	Timeous adoption of SDBIP	Yes/No	Yes		30-Jan-11	N/A	N/A		n/a		Yes	Yes
	41		Date adopted	28 June			N/A	N/A		n/a		09-Jun-11	09-Jun-11

National KPA	No.	Indicators	Unit of Measure/ Calculation	2009/10	QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4		2010/11	
				BASELINE	Target	Progress Achieved	Target	Progress Achieved	Target	Progress Achieved	Target	Progress Achieved	Progress Achieved	
	42	Reliable and credible IDP	Yes/No	Yes		yes	Yes	Yes		n/a		n/a	n/a	
Financial Viability and Financial Management	43	Timeous submission of Annual	Yes/No	Yes		Yes	Yes	Yes		n/a		n/a	n/a	
	44	Financial Statements	Date submitted	31 August		No	N/A	N/A		n/a		n/a	n/a	
	45	Timeous submission of Annual	Yes/No	Yes		yes	Yes	Yes		Yes		n/a	n/a	
	46	Report	Date submitted	31 August		No	N/A	N/A		25-Jan-11		n/a	n/a	
	47	Updated and credible Asset Register	Yes/No	No			Yes	Yes		yes		yes	yes	
Municipal Transformation and Institutional Development	48	Functional OPMS	Yes/No	Yes		75%	Yes	Yes		yes		yes	yes	
Financial Viability and Financial Management	49	Updated and credible Indigent Register	Yes/No	Yes		100%	Yes	Yes		yes		yes	yes	
	50	Financial controls applied to ensure usage is monitored/ limited to Indigent Policy	Yes/No	Yes		yes	Yes	Yes		yes		yes	yes	
Financial Viability and Financial Management	51	Functional Supply Chain Management system	Yes/No	Yes		1	Yes	Yes		yes		yes	yes	
	52	Anti-corruption strategy	Yes/No	No			Yes	No		No		no	no	
	53	implemented by target date	Date implemented	No Data		1	No Data	n/a				n/a	n/a	
Municipal Transformation and Institutional Development	54	Percentage of critical posts filled	% of critical posts (Number of critical posts filled/ Total number of critical posts on the organogram) x 100	75		5	100	75		58		58	58	
	55	Percentage of critical posts with signed performance agreements	% of signed performance agreements (Total number of signed performance agreements for critical posts/ Total number of critical posts on the organogram) x 100	83		0	100	83		100%		100%	1	
	56	Acceptable level of functionality of Local Labour Forum	Yes/No	Yes		0	Yes	Yes		No		No	No	
	57		No. of meetings held	1		0	1	1		1		1	1	
	58	Budget Spent on Workplace Skills Plan	% Spent (Actual amount spent on WSP/ Budgeted amount for WSP) x 100	0.2		0	No Data	No Data		100%		90%	0.9	
	59	Number of people from employment equity target groups employed in the three highest levels of management	Municipal Manager	1	31	31	1	1		1		1	1	
			Woman	N/A	31	60	N/A	N/A		n/a		n/a	n/a	
			Black	N/A			N/A	N/A		1		1	1	
			Youth	N/A			N/A	N/A		0		0	0	
			Disabled	N/A			N/A	N/A		0		0	0	
	60		No. - S57 Managers	8			No Data	5		6		6		6
			Woman	0			No Data	0		0		0		0
			Black	5		yes	No Data	5		6		6		6
			Youth	1		2007	No Data	1		0		0		0
			Disabled	0		yes	No Data	0		0		0		0
	61		No. - S56 Managers	1			No Data	1		1		1		1
			Woman	0			No Data	0		0		0		0
Black			1			No Data	1		1		1		1	
	Youth		0			No Data	0		0		0		0	

National KPA	No.	Indicators	Unit of Measure/ Calculation	2009/10	QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4		2010/11
				BASELINE	Target	Progress Achieved	Target	Progress Achieved	Target	Progress Achieved	Target	Progress Achieved	Progress Achieved
			Disabled	0			No Data	0		0		0	0
	62	Number of suspensions in the three highest levels of management	No. - Municipal Manager	1			0	0		0		0	0
	63		No. - S57 Managers	1			0	0		0		0	0
	64		No. - S56 Managers	0			0	0		0		0	0
Good Governance, Community Participation and Ward Committee Systems	65	% of functional Ward Committees	% Achieved (Number of functional Ward Committees/ Total Number of Ward Committees) x 100	100			31	31		84%		29%	0.29
	66	Number of Ward Committee management meetings held and percentage attendance by	No. of meetings	31			No Data	31		26		9	9
	67		% attendance achieved	No Data			No Data	No Data		no data		no data	no data
	68	Number of community meetings held	No. of meetings	No Data			No Data	No Data		10		21	31
Local Economic Development	69	No. of jobs created through Capital Works Plan	No. of jobs	360			300	360		134	300	398	892
	70	Number of Wards per municipality implementing the Capital Works Plan	No. of Wards	31			31	31		31		31	31
	71	Number of Co-operatives established and still functional in Wards where CWP is implemented	No. of Co-operatives	No Data			No Data	No Data		n/a		0	0
	72	LED Strategy adopted	Yes/No	Yes			No Data	YES		n/a		YES	YES
	73		Date adopted	2007			No Data	2007		n/a		2007	2007
	74	LED Strategy and plans are aligned with PGDS	Yes/No	Yes			No Data	YES		yes		YES	YES
	75	Jobs created through the Municipality's LED activities	No of jobs	199			No Data	360		0		398	758

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							TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	REASON FOR VARIANCE	RECOMMENDED CORRECTIVE ACTION	
MM001	To manage the implementation of Council strategies	Municipal Manager	Municipal Manager	Monthly ManCo meetings	Monthly	Minutes	3	4	3	3	3	3	3			Chief of Operations	
MM002	To manage the implementation of Council strategies	Municipal Manager	Municipal Manager	Average Score of 3 for NNTAS implemented	Quarterly	Records	3		3		3		3	in progress		Municipal Manager	
MM003	To facilitate intergovernmental co-operation in line with strategic priorities	Municipal Manager	Municipal Manager	Establishment of IGR unit and Approved structure for Unit	Annually	Records	Establishment of IGR Unit				Approved Structure	Office of MM is process of restructuring		Suspended		Chief of Operations	
MM004	To manage risk within the organisation	Municipal Manager	Municipal Manager	Approved Risk Management Policy	Quarterly	Records	Circulate and workshop draft Policy	ONLY 1 DEPT RESPONDED TO DRAFT POLICY	Undertake Risk Assessment	Nil	Approve risk assessment strategy and policy			Draft Policy	Council elections	Internal Audit	
MM005	To manage the implementation of Council strategies	Municipal Manager	Municipal Manager	Approved Delegations Policy	Quarterly	Delegations Policy	Research		Draft Delegations Policy		Approved Delegations Policy aligned to structure			Draft Policy		Legal Services	
MM006	To render a public relations service and promote batho pele within the organisation	Municipal Manager	Municipal Manager	Progress made with preparations for Hosting the 2010 Newcastles of the World Summit	Quarterly	Minutes of Meetings	Task Team established		Hosting of Summit	Summit hosted successfully in October 2010				n/a		Municipal Manager	
MM007	To manage the implementation of Council strategies	Municipal Manager	I.D.P.	Compilation of Annual Performance Report	Bi-Annually	Reports/ Records	Annual Performance report prepared and submitted to Auditor General	Draft Annual Performance Report Submitted						n/a		IDP/PMS Manager	
MM008	To manage the implementation of Council strategies	Municipal Manager	I.D.P.	Quarterly Performance Reports to EXCO	Quarterly	Reports/ Records		Draft Report evaluated by MM and evaluation panel		Draft Report Prepared		1	1	1	Draft Report	Council elections	IDP/PMS Manager
MM009	To manage the implementation of Council strategies	Municipal Manager	I.D.P.	Compliance with Section 57 employees performance agreements	Annually	Records	Finalise Performance Agreements by 31 August 2010	agreement of all managers reporting to Acting MM finalised and submitted to MM for signature	Quarterly evaluations of Section 57 employees	Draft Report Prepared	Quarterly evaluations of Section 57 employees	Informal assessment done against SDBIP for Mid Year Performance report	Quarterly evaluations of Section 57 employees	informal self assessment done against SDBIP		IDP/PMS Manager	
MM010	To manage the implementation of Council strategies	Municipal Manager	I.D.P.	Finalise performance evaluations for S57's	Annually	Records	Finalise Performance Evaluations by 31 August 2010	Formal Evaluation panel for Managers reporting to MM finalised								IDP/PMS Manager	
MM011	To manage the implementation of Council strategies	Municipal Manager	I.D.P.	Progress made with the development and review of the IDP 2010'11	Quarterly	Records	Approval of IDP/Budget Process Plan in August 2010	IDP/Budget Process Plan approved in August 2010	Project identification and prioritisation	Draft Capital Budget Prepared at Workshop in November 2010	Draft IDP Review	Draft IDP submitted in Feb 2011	Approved IDP Review	Approved IDP 28 April 2011		IDP/PMS Manager	
MM012	To manage the implementation of Council strategies	Municipal Manager	I.D.P.	Number of IGR Technical Task Team Meetings held	Quarterly	Records				1 Meeting cancelled				1	1	IDP/PMS Manager & Acting IGR manager	
MM013	To ensure and effective and supportive internal audit section	Municipal Manager	INTERNAL AUDIT	Approved internal audit plan by 31st July 2010	Annually	Minutes of Meetings	100%	Audit Plan approved on 27 August 2010									
MM014	To ensure and effective and supportive internal audit section	Municipal Manager	INTERNAL AUDIT	Number of reports submitted to Audit Committee	Quarterly	Audit Committee Agenda	3	6	3	6	3	7	3	5		Head : Internal Audit	
MM015	To ensure and effective and supportive internal audit section	Municipal Manager	INTERNAL AUDIT	Approval of Internal Audit Charter by 30 September 2010	Annually	Minutes of Meetings	100%	Draft internal Audit and Audit Committee charter prepared								Head : Internal Audit	
MM016	To ensure and effective and supportive internal audit section	Municipal Manager	INTERNAL AUDIT	Number of audit committee meetings convened	Quarterly	Minutes of Meetings	1	1	1	1	1	1	1	1		Head : Internal Audit	
MM017	To ensure and effective and supportive internal audit section	Municipal Manager	INTERNAL AUDIT	Monthly internal audit staff meetings	Quarterly	Records	3	3	3	5	3	4	3	4		Head : Internal Audit	

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							TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	REASON FOR VARIANCE	RECOMMENDED CORRECTIVE ACTION	
MM018	To render a public relations service and promote batho pele within the organisation	Municipal Manager	PUBLIC RELATIONS	Approved Communication Strategy by 30 September 2010	Annually	Records	Approved Communication Strategy	Engagements with GCIS for support as part of NNTAS		Meeting held with GCIS				NIL	VACANCY - PRO		Public Relations Officer
MM019	To render a public relations service and promote batho pele within the organisation	Municipal Manager	PUBLIC RELATIONS	Year Planner distributed by end of December 2010	Annually	Year Planner			Year Planner distributed by end of December 2010	3							Public Relations Officer
MM020	To render a public relations service and promote batho pele within the organisation	Municipal Manager	PUBLIC RELATIONS	Number of Radio talk shows	Monthly	Tax Invoices		2	2	2	0	2	2	NIL	VACANCY - PRO		Public Relations Officer
MM021	To render a public relations service and promote batho pele within the organisation	Municipal Manager	PUBLIC RELATIONS	Number of Newsletters	Quarterly	Newsletter		1	Newsletter prepared, to be printed and distributed in October 2010	1		BUDGET BROCHURE 1 PRINTED	1	0			Public Relations Officer
MM022	To render a public relations service and promote batho pele within the organisation	Municipal Manager	PUBLIC RELATIONS	Number of internal newsletters	Monthly	Newsletter		3	3	3	6	3		3	3		Public Relations Officer
MM023	To render a public relations service and promote batho pele within the organisation	Municipal Manager	PUBLIC RELATIONS	Number of Press Releases/Briefings/Publications	Monthly	Publications and records		3	5	3	2	3		3	0		Public Relations Officer
MM024	To render a public relations service and promote batho pele within the organisation	Municipal Manager	PUBLIC RELATIONS	Number of information session sessions conducted with staff on Batho Pele	Quarterly	Attendance Registers		1	0	1	36	1		1	0		Public Relations Officer
MM025	To promote public participation in the affairs of the Council	Municipal Manager	GOVERNANCE UNIT	Number of ward committee meetings facilitated	Quarterly	Attendance registers/Records		31	60	31	1	31	26	31	9	Elections disrupted the functioning of ward committees hence meetings were not held	Public Participation Co-ordinator
MM026	To promote public participation in the affairs of the Council	Municipal Manager	GOVERNANCE UNIT	Number of training sessions convened	Quarterly			1	2	1	0	1	0	1	0	No training required for outgoing committee	Public Participation Co-ordinator
MM027	To promote public participation in the affairs of the Council	Municipal Manager	GOVERNANCE UNIT	Number of Community Participation Forum meetings held	Bi-Annually	Minutes of Meetings			1	0		1 - part of IDP/budget roadshows	1	0	HELD IN Q3 AS PART OF IDP/BUDGET ROADSHOWS		Public Participation Co-ordinator
MM028	To co-ordinate and manage special programmes in Newcastle	Municipal Manager	SPECIAL Programmes (HIV/AIDs)	Number of HIV/AIDs program /events implemented	Quarterly	Monthly reports		1	3	4	2	2	3	4			Special Programmes Co-ordinator
MM029	To co-ordinate and manage special programmes in Newcastle	Municipal Manager	SPECIAL Programmes (HIV/AIDs)	Number of LAC Meetings facilitated	Quarterly	Minutes		1	1	Grouped with MM030	1		0	0			Special Programmes Co-ordinator
MM030	To co-ordinate and manage special programmes in Newcastle	Municipal Manager	SPECIAL Programmes (HIV/AIDs)	Number of Special programs events facilitated/implemented	Quarterly	Monthly reports		3	6	3	5	3	7	3	3		Special Programmes Co-ordinator
MM031	To co-ordinate and manage special programmes in Newcastle	Municipal Manager	MUNICIPAL MANAGER	Number of Special Program Policies / Framework approved	Quarterly	Minutes		1	1	1	1	0	1	2			Special Programmes Co-ordinator
MM032	To co-ordinate and manage special programmes in Newcastle	Municipal Manager	MUNICIPAL MANAGER	Number of Fora Established /functional	Quarterly	Minutes		2	4	2	4	2	3	2	2		Special Programmes Co-ordinator
MM033	To co-ordinate and manage special programmes in Newcastle	Municipal Manager	MUNICIPAL MANAGER	Number of workshops facilitated	Bi-Annually	Attendance Register		0	1	4	0	2	1	2			Special Programmes Co-ordinator

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							TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	REASON FOR VARIANCE	RECOMMENDED CORRECTIVE ACTION	
MM034	To co-ordinate and manage special programmes in Newcastle	Municipal Manager	MUNICIPAL MANAGER	Number of engagements with external stakeholders	Quarterly	Minutes/ Records	3		3	8	3	refer to MM030	3	3			Special Programmes Co-ordinator
MM035	to improve the communication and engagement on Municipal issues		Mayoral Office	Progress made with the honouring of outstanding community builders (to award 3 per ward)	Monthly footage	Receipts and monthly reports	Report to Mayor in identified sectors	Developed a plan of action	Ward Nominations by Councillors	Ward nominations in progress	Invitations and logistics for awards function finalised	Suspended	To conduct the awards function (3 per ward)	Suspended			Manager : Officer of the Mayor
MM036	To improve the interaction between the Newcastle Municipality and the public		Mayoral Office	Number of public consultations held (including budget roadshows)	Monthly	Attendance register, Photos, Agenda, Programme	1		1	2	1	27	12	0	LG Elections		Manager : Officer of the Mayor
MM037	to improve the intellectual property in order to ensure sustainable service delivery through the office of the mayor		Mayoral Office	Number of employees attended training sessions	Annually	Copies of certificates and reports						3	3				Manager : Officer of the Mayor
MM038	To improve the image and public relations of the Municipality through the office of the Mayor		Mayoral Office	Number of Marketing and promotions using local/provincial media	Quarterly	Records	1		1	2	1	27	1	0	LG Elections		Manager : Officer of the Mayor
MM039	To ensure community satisfaction		Mayoral Office	Progress made with a customer satisfaction survey through ward committee structures	Quarterly	Records	develop a customer satisfaction questionnaire and determine survey methodology by August 2010. Commence survey in all wards	Draft Questionnaire compiled.	Finalise survey and analyse results	Terms of reference for service provider compiled	Recommendations based on Survey to Council for incorporation into draft budget	Suspended					Manager : Officer of the Mayor
MM040	TO improve corporate image through goodwill and gestures from the Office of the Mayor		Mayoral Office	Quarterly reports on corporate gifts issued	Quarterly	Register / Reports	1	No gift issued	1	Draft report compiled	1		1	0	LG Elections		Manager : Officer of the Mayor
MM041			Mayoral Office	Number of the social programmes facilitated	Quarterly	Invitations, Newspaper adverts, programmes/ registers	1		1	8	1	poverty alleviation program - applications for funding received	1	Poverty alleviation application handed over to DPHS			Manager : Officer of the Mayor
MM042	To provide the platform for learners to study at tertiary institutions		Mayoral Office	Report on bursaries issued	Annually	Reports	Approved Bursary policy and criteria for issuing of bursaries	Draft Policy submitted to Legal Services for input	Invite application to be submitted by 31 December 2010	Database being compiled	Awarding of bursaries to beneficiaries that qualify	70 bursaries issued, engaged Amajuba FET - 107 students taken in	Report on bursaries issued to EXCO				Manager : Officer of the Mayor
MM043	TO conduct Mayoral campaign on identified municipal programs		Mayoral Office	Number of the Mayoral campaigns /imbizos held	Quarterly	Attendance Register/Invites/ Programmes / Speech of Mayor	1	1	1	1	1	1	1	0	LG Elections		Manager : Officer of the Mayor
MM044	To promote public participation in the affairs of the Council	Public Participation		Quarterly Reports on Ward Committees to be tabled to Council	Quarterly	Minutes	1		1	0	1	1	1	0	ward Committee functioning affected by elections		Public Participation Co-ordinator
MM045				Quarterly Feed Back report from Ward Committees on matters to referred Council	Quarterly	Minutes of ward Committee Meetings	1		1		1	1	1	0	Ward Committee functioning affected by elections		Public Participation Co-ordinator
MM046	To promote public participation in the affairs of the Council	Public Participation		Number of awareness sessions held on roles and responsibilities of ward committee structures	Annually	Attendance Register							1	0	Annual KPI		Public Participation Co-ordinator
MM047				Progress made with the approval and implementation of the Public Participation Framework	Quarterly	Records	Incorporate comments received on Draft Framework		Reviewed and approved Public Participation Framework	Revised Framework.					Draft document still not adopted by council		Public Participation Co-ordinator
MM048	To render an effective legal function	Legal Services	Legal Services	Number of staff members trained	Annual	Records							2	2			Executive Manager : Legal Services
MM049	To render an effective legal function	Legal Services	Legal Services	Monthly meeting with staff	Quarterly	Minutes of meetings /Attendance Registers	3		3	2	3	3	3	3			Executive Manager : Legal Services
MM050	To render an effective legal function	Legal Services	Legal Services	Average Turnaround time to deal with Disciplinary matters (3months)	Quarterly	Records	3months		3months	64 days	3 months		3 months	30 DAYS			Executive Manager : Legal Services
MM051	To render an effective legal function	Legal Services	Legal Services	Quarterly report on legal support to departments to Municipal Manager	Monthly	Reports /Records	1		1	1%	1	1	1	1			Executive Manager : Legal Services

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							TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	REASON FOR VARIANCE	RECOMMENDED CORRECTIVE ACTION	
MM052	To render an effective legal function	Legal Services	Legal Services	Average turnaround time to address objections received through Supply Chain Processes	Quarterly	Records	60days		60days	8 days	60days		60days	30 DAYS			Executive Manager : Legal Services
MM053	To render an effective legal function	Legal Services	Legal Services	%age of budget spent relating to portfolio	Quarterly	Budget reports	25%		50%		75%		100%				Executive Manager : Legal Services
MM054	To render an effective legal function	Legal Services	Legal Services	Progress made with Debt Collection processes		Minutes of EXCO	Appointment of Service Provider and finalise SLA		Monthly Progress report on implementation of SLA	Bids received .	Monthly Progress report on implementation of SLA		Monthly Progress report on implementation of SLA	AWAITING APPOINTMENT OF SERVICE PROVIDER			Executive Manager : Legal Services
MM055	To render an effective legal function	Legal Services	Legal Services	Progress made with the Review of Policies and Bylaws		Minutes of EXCO	Approved Plan of Action for the development, review of Policies and Bylaws		Quarterly Progress report on implementation of Action Plan	Awaiting support fro	Quarterly Progress report on implementation of Action Plan		Quarterly Progress report on implementation of Action Plan				Executive Manager : Legal Services
MM056	To render an effective legal function	Legal Services	Legal Services	Quarterly report on legal services to Municipal Manager	monthly	Reports	1		1		1		1	1			Executive Manager : Legal Services
MM057	To render an effective legal function	Legal Services	Legal Services	Number of meeting held	monthly	Reports	3		3		3		3	3			Executive Manager : Legal Services
MM058	To render an effective legal function	Legal Services	Legal Services	Average score of 3 obtained for the implementation of NNTAS relating to Portfolio	Quarterly	NNTAS reports	3		3		3		3	3 in progress			Executive Manager : Legal Services

REF NO.	DEPARTMENTAL OBJECTIVE	COST CENTRE DESCRIPTION	COST CENTRE	COST CENTRE OBJECTIVE	BUDGET	KEY PERFORMANCE INDICATOR	FREQUENCY	BASLINE	EVIDENCE	TARGET Q1	ACTUAL Q1	TARGET Q2	ACTUAL Q2	TARGET Q3	ACTUAL Q3	TARGET Q4	ACTUAL Q4	REASON FOR VARIANCE	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE MANAGER
BTO-01	To provide an efficient sound, economically viable and sustainable financial support	FINANCIAL/ TREASURY SERVICES	200	To render a Budget Planning and implementation service to the Municipality	R 19 044 248	Approval of Medium Term Budget Policy Statement by October 2010	Annually	Draft MTBP Guidelines approved on 17 November 2009	Council Resolution	Draft MTB Guidelines approved	Process Plan Approved	Approved MTBP Guidelines by 31 October 2010	MTBP approved in August 2010	Nil						SED : Finance
BTO-02	To provide an efficient sound, economically viable and sustainable financial support service	FINANCIAL/ TREASURY SERVICES	200	To render a Budget Planning and implementation service to the Municipality		Progress made with approval of MTREF (Budget)	Quarterly	Approved budget 31 May 2010	Council resolution /Records	Approved Process Plan by August 2010	Process Plan Approved	Budget templates forwarded to all departments by 30 November 2010	Budget templates forwarded to all departments on 22/11/2010	Tabling of Budget by end March 2011	Budget Tabled on 03 March 2011	Approval of Budget by May 2011	Budget Approved on 28 April 2011			Manager : Budgets and Financial Accounting
BTO-03	To provide an efficient sound, economically viable and sustainable financial support service	FINANCIAL/ TREASURY SERVICES	200	To render a Budget Planning and implementation service to the Municipality		Progress made with approval of MTREF(Mid Year Review)	Annually	Tabled Mid Year Review in Feb 2010	Proof of delivery to Municipal Manager			Mid Year Budget Review Templates to be completed by SED's by 20 November 2010	Mid Year Budget Review Templates sent on 26/10/2010 for the return date of 12/11/2010	Mid Year Performance Review to MM by 20 January 2011	MRY tabled to Exco on and to Council on 27/01/2011					Manager : Budgets and Financial Accounting
BTO-04	To provide an efficient sound, economically viable and sustainable financial support service	FINANCIAL/ TREASURY SERVICES	200	To render a Budget Planning and implementation service to the Municipality		Monthly Budget Statements(Section 71) submitted to Mayor by 10th of Month	Quarterly	12	Proof of delivery to Municipal Manager	3	2	3	2	3	3	3	3			Manager : Reporting and Financial Management
BTO-05	To provide an efficient sound, economically viable and sustainable financial support service	FINANCIAL/ TREASURY SERVICES	200	To comply with Financial Management and Reporting requirement		Monthly and quarterly Reports to Provincial/National Treasury	Quarterly	136	Records	27	27	34	26	34	36	34	32			Manager : Reporting and Financial Management
BTO-06	To provide an efficient sound, economically viable and sustainable financial support service	FINANCIAL/ TREASURY SERVICES	200	To comply with Financial Management and Reporting requirement		Monthly EMMA Reporting	Quarterly	12	EMMA Report	3	3	3	2	3	3	3	3			Manager : Reporting and Financial Management
BTO-07	To provide an efficient sound, economically viable and sustainable financial support service	FINANCIAL/ TREASURY SERVICES	200	To comply with Financial Management and Reporting requirement		Submission of Annual Financial Statements by 31 August 2010	Annually	Submitted 31 August 2009	Acknowledgement of Receipt by Auditor General	Submitted AFS by 31 August 2010	Annual Financial Statements Submitted on 31/08/2010									SED : Finance
BTO-08	To provide an efficient sound, economically viable and sustainable financial support service	FINANCIAL/ TREASURY SERVICES	200	To comply with Financial Management and Reporting requirement		Quarterly Investment Reports to Council	Quarterly	4	Resolution	1	0	1	0	1	0	1	Not achieved.	Due to election, reports for 4 quarters submitted, but not tabled. Report to be tabled to Exco and Council in July 2011	Report to be submitted in July 2011. A ctual reported to be supplied.	Manager : Budgets and Financial Accounting
BTO-09	To provide an efficient sound, economically viable and sustainable financial support service	FINANCIAL/ TREASURY SERVICES	200	To comply with Financial Management and Reporting requirement		Quarterly report on withdrawals from municipal bank account to Council	Quarterly	4	Resolution	1		1	1	1	1	1	Not achieved.	Due to election, report done but not tabled. Report to be tabled to Exco and Council in July 2011	Report to be submitted in July 2011. A ctual reported to be supplied.	Manager : Budgets and Financial Accounting
BTO-10	To provide an efficient sound, economically viable and sustainable financial support service	FINANCIAL/ TREASURY SERVICES	200	To comply with Financial Management and Reporting requirement		Bi-annual report on salary and wage expenditure to Council	Quarterly	4	Resolution	1		1	0	1	1	1	0	This report is submitted by annually. Report for quarter ending 30/06/2011 to be submitted in Q1 of 2011/12.		Manager : Budgets and Financial Accounting
BTO-11	To provide an efficient sound, economically viable and sustainable financial support service	FINANCIAL/ TREASURY SERVICES	200	To render Revenue and debt management function		Number of revenue and debt management policies reviewed as part of budget process by February 2011	Annually	2	Council Minutes					3	3					Manager : Income
BTO-12	To provide an efficient sound, economically viable and sustainable financial support service	FINANCIAL/ TREASURY SERVICES	200	To render Revenue and debt management function		Monthly reports on revenue to EXCO	Quarterly	24	Resolution	6	14	6	11	6	13	6	8			Manager : Income

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BTO-13	To provide an efficient, sound, economically viable and sustainable financial support service	FINANCIAL/ TREASURY SERVICES	200	To render Revenue and debt management function		Quarterly Updating of Financial System in respect of Supplementary Valuation Roll	Quarterly	3	Financial Records	0	0	1	1	1	0	1	1			Manager : Income
BTO-14	To provide an efficient, sound, economically viable and sustainable financial support service	FINANCIAL/ TREASURY SERVICES	200	To render Revenue and debt management function		Monthly reports to EXCO on payment factor	Quarterly	12	Council resolution	3	3	3	2	3	2	3	0	Report was not yet available on new financial management system. No further meeting has been held since April 2011	Will be available in the new year.	Manager : Income

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BTO-15	To render and effective and efficient SCM service to the Municipality	FINANCIAL/ TREASURY SERVICES	208	To render and effective and efficient SCM service to the Municipality		Annually review SCM Policy	Annually	1	Council Minutes						Policy submitted on 3 March 2011	Approved SCM Policy (Review) by 30 June 2011	Achieved, SCM Policy approved by Council on 28 April 2011.			Manager : SCMU
BTO-16	To render and effective and efficient SCM service to the Municipality	FINANCIAL/ TREASURY SERVICES	208	To render and effective and efficient SCM service to the Municipality		Appoint Additional Staff with the required competency standards in line with an approved organogram	Quarterly	Approved budget 31 May 2011	HR Records	Finalize job descriptions advertise and shortlist positions and appoint staff	Job Description finalized, four vacancies were advertised and three appointments were made.	Induction and training (on the job)	Induction and training (on the job)		Recruitment process in progress, internal on the job training in progress					Manager : SCMU
BTO-17	To render and effective and efficient SCM service to the Municipality	FINANCIAL/ TREASURY SERVICES	208	To render and effective and efficient SCM service to the Municipality		Progress made with the Development of a Supplier Database	Quarterly	Bi-annual	Schedule of suppliers/ database	Accreditation of suppliers	none	Updated Database on new FMS	Supplier Database not updated on the new FMS		Review of application forms for Service Providers					Manager : SCMU
BTO-18	To render and effective and efficient SCM service to the Municipality	FINANCIAL/ TREASURY SERVICES	208	To render and effective and efficient SCM service to the Municipality		Quarterly Report on the Implementation of the SCM Policy	Quarterly	1	Council Minutes	1	1	1	0	1	2	1	0			Manager : SCMU
BTO-19	To render and effective and efficient SCM service to the Municipality	FINANCIAL/ TREASURY SERVICES	208	To render and effective and efficient SCM service to the Municipality		Average turnaround times on SCM matters (Tenders/Quotations)	Quarterly	Quotations 21-28 days Tenders 70 days	Reports/Minutes	Quotations 21-28 days Tenders 70 days	Quotations Tenders 110 days	Quotations 21-28days Tenders 70 days	Quotations 21-28 days Tenders 110 days	Quotations 21-28 days Tenders 70 days	Achieved		Achieved			Manager : SCMU
BTO-20	To render and effective and efficient SCM service to the Municipality	FINANCIAL/ TREASURY SERVICES	208	To render and effective and efficient SCM service to the Municipality		Progress made with the review of the Bid Committees	Annually	Bid Committees in place	Letter of Appointment	Make new appointments and terminate memberships where members fail to attend meetings on the advice of the Municipal Manager.	none	Make new appointments and terminate memberships where members fail to attend meetings on the advice of the Municipal Manager.	None	Make new appointments and terminate memberships where members fail to attend meetings on the advice of the Municipal Manager.	None					Manager: SCMU
BTO-21	To provide an efficient, sound, economically viable and sustainable financial support service	ASSESSMENT RATES	202	To comply with rates policy iro of rebates for pensioners	R 17 000 000	Progress made with the Annual update of Financial System with pensioners rates tariff	Bi-Annually	July update	Approved Applications	Approved applications were updated on Financial system in July 2010	Approved applications were updated on Financial system in July 2010. See printout for account 1172700.					Advertisement calling for applications for pensioner rebates in May 2011	Done			Manager : Income
BTO-22	To provide an efficient, sound, economically viable and sustainable financial support service	ASSESSMENT RATES	202	To ensure Financial System update with approved indigent applications		Monthly update of Financial System with indigent applications	Quarterly	12	Print out from System	3	3	3	3	3	3	3	3			Manager : Income
BTO-23	To maintain an effective Financial Management System	DATA PROCESSING	205		R 2 682 080	Quality control reporting of the Financial Management System	Annually		User sign-off acceptance document	Training of staff, transfer of data and parallel run	Data Tranferred	Implementation and completion.			? Meetings held with Service Provider					SED
BTO-24	To maintain an effective Financial Management System	DATA PROCESSING	205			Quality control reporting of the Financial Management System	Quarterly		Monthly Reports	3	Monthly Reports	3		3	New FMS implemented	3	3			SED
BTO-25	To render and effective and efficient SCM service to the Municipality	STORES	208	Supply chain management	R 3 437 758	Progress with Annual Stock take	Annually	1	Council Minutes	Report to Council	1					Physical Stock take	Achieved, 13 - 15 June 2011			Manager : SCMU
NTAS116	To provide an efficient, sound, economically viable and sustainable financial support service	FINANCIAL/ TREASURY SERVICES	200	Finalize development of Revenue Enhancement Strategy and implementation thereof		Employ staff required to manage and implement the project	Bi-Annually	Correspondence		Positions identified and permission to fill obtained from MM	Positions are being dealt with for the whole department	Required positions filled and strategies implemented according to plan.	Revenue Enhancement Strategy manager appointed		Draft Monitoring report compiled and specs submitted to SP to produce reports					SED: BTO

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DPHS 1	To ensure the creation of an integrated, vibrant, and sustainable living environment endowed with economic opportunities	Town Planning (Forward Planning)	Blaauwbosch Layout Plan	161	To facilitate urban regeneration in Blaauwbosch through detailed layout planning for a sustainable living environment	R500,000	Progress on Milestone achievements on the Blaauwbosch Residential layout plan	Quarterly	Correspondence from files / reports	Appointment of Planning Consultant	Terms of Reference prepared and to be referred to next Bid Specification Committee.	Undertaking of Detailed Survey and Specialist Studies	Appointment of consultant	Draft Blaauwbosch Residential layout plan	Consultant appointed and Concept Developed. Inception report submitted.	Approved Blaauwbosch Residential layout plan	Layout plan finalised	No council meetings held in May and June	Council approval scheduled for Q1 of 2011/12	Director: Town Planning
DPHS 2	To ensure the creation of an integrated, vibrant, and sustainable living environment endowed with economic opportunities	Town Planning (Forward Planning)	Charlestown Development Plan	161/362	To guide and manage spatial development in Charlestown	R200,000	Progress on Milestone achievements on the Charlestown Development Plan	Quarterly	Correspondence from files / report	Appointment of Planning Consultant and Project Inception Report	Terms of reference. Approval of verification transfer	Status Quo Report	Evaluation of tenders in progress. Appointment of consultant to be made within the week of 25 January 2011	Draft Charlestown Development Plan	Inception report submitted.	Approved Charlestown Development Plan	Draft Situational Analysis Report prepared	Issues with land claims and land ownership delayed project i.e. information gathering	To be approved in August 2011	Director: Town Planning
NNTA S53/2010	To ensure the creation of an integrated, vibrant, and sustainable living environment endowed with economic opportunities	Town Planning (Forward Planning)	Undertake SDF review.	161	To guide and manage spatial development in municipal area of jurisdiction		Approved SDF aligned to IDP	Quarterly	Correspondence from files / report	Data gathering and analysis	Data gathering and analysis Presentation for sector department alignment was done	Consultation	Consultation and Draft SDF	Draft SDF	Draft SDF incorporated in December 2010	Approved SDF	Approved SDF			Acting SED : Planning Dev. & HS/SED Technical Services
NNTA S52/2010	To ensure the creation of an integrated, vibrant, and sustainable living environment endowed with economic opportunities	Town Planning (Forward Planning)	Spatial planning	161	Identification of another Local Area for Spatial Development Framework Planning by December 2010		Progress made with the development of another Local Area Development Plan	Quarterly	Correspondence from files / report	Preliminary Preparations and Project Inception Report	Preliminary preparations e.g. land tenure issues and desktop environmental research.	Status Quo Report	Project suspended due to HR matters, to refocus on LUMS updates for Madadeni	Draft Development Plan	No area could be identified.	Approved Development Plan	Land use surveys for Madadeni and Osizweni completed; Soul City and adjoining informal settlements identified for LADP			Acting SED : Planning Dev. & HS/SED Technical Services

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DPHS 3	To ensure the creation of an integrated, vibrant, and sustainable living environment endowed with economic opportunities	Town Planning (Forward Planning)	Environmental Management Framework	161/087	To prepare an Environmental Management Framework for sustainable development to ensure the environment is sustained and conserved for the benefit of current and future generations.	R1 000,000	Percentage Milestone achievements on the Environmental Management Framework	Quarterly	Correspondence from files / reports	Appointment of Environmental Practitioner and Project Inception	Appointment done. Waiting for 14 day objection period to lapse in the first week of October 2010.	Status Quo Analysis	Project inception report received and meetings held.Awaiting Status Quo Analysis	Draft Environmental Management Framework	Meeting on Inception Report held on 28 February 2011 and report was reviewed.	Approved Environmental Management Framework	A draft Status Quo Report has been compiled and presented to the Project Steering Committee 11 May 2011.		To revised the SDBIP aligned to Project Plan	Director: Town Planning
DPHS 4	To ensure the creation of an integrated, vibrant, and sustainable living environment endowed with economic opportunities	Town Planning (Forward Planning)	Kilbarchan Cemetery	161/375	To guide and manage spatial development	R50,000	Progress on the Extension of Kilbarchan Cemetery	Monthly	Progress Report/file correspondence	Review Extent of proposed cemetery extension and apply for EIA approval	Cemetery extension not being undertaken due to limited funding (50 000). This funding is being virementred to KIB Development Plan shortfall.	EIA Approval and Finalization of cemetery extension	Funds trnsfered to KIB Development plan as they were insufficient to carry out the preliminary town planning studies.							Director: Town Planning
DPHS 5	To ensure the creation of an integrated, vibrant, and sustainable living environment endowed with economic opportunities	Town Planning (Forward Planning)	Transportation Plan	161/300	To address traffic engineering and transportation planning issues within Madadeni	R500,000	Progress on Milestone achievements traffic and transportation plan	Quarterly	Progress Report/file correspondence	Appointment of Consultant and Project Inception	It be noted that project was shifted from Madadeni to Newcastle West excluding the CBD. Advertisement	Status Quo Analysis	Appointment of consultant and Project Inception	Draft Traffic & Transportation Plan	Status Quo Analysis Process	Approved Traffic & Transportation Plan	Final Draft Traffic and Transportation Plan and comments received	No council meetings held in May and June	To be approved in August 2011	Director: Town Planning
DPHS 6	To ensure the creation of a vibrant, integrated and sustainable living environment endowed with economic opportunities	Town Planning (Land Use Management)	LUMS	161	To facilitate land use management and regulate and monitor land use	R100,000	Progress of reviewing the LUMS	Quarterly	Progress Report/file correspondence	Adopt the Newcastle Land Use Management Scheme for implementation	LUMS were not adopted	Monitoring	A land use survey and data capturing for MBO will be carried between March to May 2011. This will assist in preparation of its scheme.	Review Document and Prepare specifications	Document has been reviewed and gaps identified. Various meetings held with core departments. Status quo report to be submitted on 12 April 2011	Compile and submit first draft	Land Use surveys for Madadeni and Osizweni completed	Need to review and include more detailed LUMS carried out plot by plot. Project therefore took longer than anticipated	To reflect land use surveys in the form of a revised scheme map	Director: Town Planning
DPHS 7	To ensure the creation of a vibrant, integrated and sustainable living environment endowed with economic opportunities	Town Planning (Urban Renewal and Special Projects)	Landscaping Madadeni CBD	161	To improve the quality of life of the previously disadvantaged and promote both public and private investments in the area	R200,000	No. of progress report	Monthly	Signed monthly reports and attendance registers for the project meetings	3	Two montly reports	3	3 reports submitted. Detailed designs finalised and project is to go out on tender	3	Monthly Progress reports submitted at Province. Detailed designs finalised and project out on tender. Tender closes on 29th of April 2011	3	3			Director: Town Planning

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DPHS 8	To ensure the creation of a vibrant, integrated and sustainable living environment endowed with economic opportunities	Town Planning (Urban Renewal and Special Projects)	Landscape Osizweni CBD	161	To improve the quality of life of the previously disadvantaged and promote both public and private investments in the area	R200,000	No. of progress report	Monthly	Signed monthly reports and attendance registers for the project meetings	3	Two monthly reports	3	Detailed designs finalised and project is out on tender. Tender closes on 26th of January 2011	3	Monthly progress reports submitted. Detailed designs finalised and project is to go out on tender on the 14th of April 2011.	3	3			Director: Town Planning
DPHS 9	To ensure the creation of a vibrant, integrated and sustainable living environment endowed with economic opportunities	Town Planning (Urban Renewal and Special Projects)	Brick Manufacturing Yard	161	To improve the quality of life of the previously disadvantaged and promote both public and private investments in the area	R500,000	No. of progress report	Monthly	Signed monthly reports and attendance registers for the project meetings	3	0	3	None	3	none	3	Project not funded/ active in the 10/11 financial year. It was recommended in the previous quarterly reviews that			Director: Town Planning
DPHS 10	To ensure the creation of a vibrant, integrated and sustainable living environment endowed with economic opportunities	Town Planning (Urban Renewal and Special Projects)	MBO Urban Renewal Programme (Capital Assistance)	161	To improve the quality of life of the previously disadvantaged and promote both public and private investments in the area	R15 000,000	No. of progress report	Monthly	Signed monthly reports and attendance registers for the project meetings	3	3	3	Three Monthly reports	3	Reports submitted. Currently a contractors has been appointed, Sinthemba Contracting Company	3	Project currently in progress, project completion date is 31 August 2011			Director: Town Planning
DPHS 11	To ensure the creation of a vibrant, integrated and sustainable living environment endowed with economic opportunities	Town Planning (Urban Renewal and Special Projects)	MBO Urban Renewal Programme (Technical Assistance)	161	To improve the quality of life of the previously disadvantaged and promote both public and private investments in the area	R3 100,000	No. of progress report	Monthly	Signed monthly reports and attendance registers for the project meetings	3	3	3	Three Monthly reports	3	Reports submitted. Drafts studies submitted	3	Studies undertaken have been completed, these are Madadeni CBD UDF, Osizweni CBD UDF, JBC Node UDF, MBO Traffic and Transportation			Director: Town Planning
DPHS 12	To create a conducive environment for local economic development and job creation	Economic Development	Poverty Alleviation	121	To create a conducive environment for local economic development and job creation	R 2 500 000	No. of programmees funded/initiated	Quarterly	Reports	1	0	1	63 Projects has been identified. Currently busy with verifications. No report was submitted	1	Finalise beneficiary list. Closing date was extended. Received submissions need to be quantified and verified prior awarding.	1	22 Projects funded with equipment			Director: Economic Development
DPHS 13	To create a conducive environment for local economic development and job creation	Economic Development	Hawker Shelters	121	To create a conducive environment for local economic development and job creation	R 500 000	No. of shelters built	Quarterly	Database/statistics	0	0	0	Awaiting tender documents from consultant.	15	Service Provider has been appointed to construct informal stalls and wash bays.	15	0	Construction is underway		Director: Economic Development
DPHS 14	To ensure the well being of all tenants on the property	Housing and Land	Jacaranda Duplex Roof	123	To ensure that the well being of all the tenants	R 500 000	% of budget spent and milestones achieved	Quarterly	Correspondence from files	Compiling of bid document to appoint a consultant		appointment of consultant	consultant appointed	project to commence	Tender advertised and still to serve to BEC AND BAC	project to be finalised	Bid Awarded, awaiting 14 day objection period	Delays in sitting of BEC and BAC	Contractor on site on the 18 July 2011	Director: Housing and Land

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NNTA S51/2 010 & 53	To ensure the creation of an integrated, vibrant, and sustainable living environment endowed with economic opportunities	Town Planning			161 To guide and manage spatial development		Progress Made with review of SDF	Quarterly	Records	Draft KIB Area Based Plan		Approved Local Area Development Plan for Kilbarchan Ingagane Balangeich	KIB development plan approved	Draft SDF	Same as Q2	Approved SDF	Approved SDF and KIB SDF			Acting SED : Planning Dev. & HS
NNTA S55/2 010	To ensure basic housing delivery function is rendered	Housing and Land			123 To facilitate housing provision		Progress Made with review of Housing Sector Plan	Quarterly	Minutes	Appointment of Service Provider		Draft Review of Housing Sector Plan	specifications with SCMU	Stakeholder consultation and incorporation of comments	No funds available. Document cannot be reviewed.	Approved Housing Sector Plan by Council	HSP not approved	Council did not sit in May and June	HSP will be submitted in the first quarter	
NNTA S58& 59/20 10	Alignment of LED Strategy to Local, Provincial and National Programmees	LED	Alignment with other initiatives e.g. URP and implementation of LED proposals		To review the LED Strategy		Approved LED Strategy by 31 December 2010	Quarterly	Reports			Reviewed LED Strategy	Currently waiting funding for review		No set target.		Funding available in 2011/2012 financial year			Director: LED
NNTA S60/2 010	To render and effective and efficient Economic development function	LED					Appointment of LED Manager by 31 December 2010	Annually	Letters of Appointment		Positions Advertised and shortlisting has been concluded	Appointment of LED Manager	position advertised. Currently busy with shortlisting.		There were delays with appointment. Position re-advertised.		Appointment of LED Manager finalised. To commence in July 2011			
NNTA S61/2 010	Increase focus on tourism as one of the key potential local economic development drivers	LED	Incorporate the Tourism unit into the Municipality		Incorporate the Tourism unit into the Municipality		Progress made with the incorporation of the tourism unit				Incorporated on the 1st of September 2009. Management positions were advertised	Incorporation of the Tourism unit into the Municipality	Incorporated and finalised		No set target.					Director: LED
NNTA S54/2 010		Housing and Land			Implement approved Housing Projects		Quarterly reports on housing project implementation to portfolio committee	Quarterly	Minutes/ File correspondence	1	1		1	1	3 applications submitted.	1	2			Director:H&L
NNTA S56/2 010	To reduce the number of people living in informal settlements	Housing and Land		123	Formalization of informal settlements (What is required i.r.o. township formalization, basic services)		Settlements Establishment Applications submission by 31 December 2010	Quarterly		Approval of professional team and preparation of trench 1 application	Implementing Agents were appointed using the Tripartite Agreement System.	Settlements Establishment Applications submitted together with settlement establishment	appointed consulting team and trench 1 application submitted together with settlement establishment		No set target.		2 projects submitted to Housing Evaluation and Assessment Committee (HEAC)			Director:H&L
NNTA S57/2 010		Housing and Land		123	To reduce the number of residents in the waiting list as well as homelessness		Progress made with the identification of areas for infill and greenfield development	Quarterly	Notice and minutes of meeting	Engagement with the Ingonyama Trust Board with regards to the vacant pieces of land around Madadeni	Agreement made with the Ingoyama Trust	Identify areas for infill and Greenfield development	2 pieces of land have been identified for infill development	Progress report on the approval from Human Settlements	Equarand has been identified as land for development. Bid prepared for approval by MM.	Progress report on the approval from Human Settlements	Approval received from Human Settlements for the JBC Housing project,			Director:H&L
NNTA S62/2 010		Housing and Land		123			Number of projects approved	Annually	Letters of approval from MEC			2	Approval of Repairs to rooves in Madadeni and repairs of damaged houses in Kwamathukuza	Progress report		Progress report	JBC project approved			Director:H&L

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DPHS 15							Progress made with the appointment of Project and Program managers for implementing approved projects	Annually	Letters of Appointment			Appointment of Project and program managers	Project Managers appointed through PMU - changed strategically to increase internal capacity. 1 post advertised Manager Housing development	Fill positions	Manager housing development appointed		Finalised			Director:H&L
NNTA S63/2 010	To reduce the number of residents in the waiting list as well as homelessness	Housing and Land		123	To ensure effective functioning of the housing unit		Progress made with the re-engineering of the housing delivery process	Quarterly	Records			Recommendation on the Re-engineering of housing delivery processes.	3 post advertised to fast-track the functioning of this unit.	Fill positions	All 3 positions has been filled.		Finalised			
DPHS 16					Identify and release land for various income group and various housing forms		Progress made with identification and release of land	Quarterly	Records	Progress Report				Progress report	Site clearance Contract has been awarded for R/782 Newcastle. Servicing of R/1 Newcastle completed. Land development agreement has been entered into btwn Council and Absa Bank.	Progress Report	1. R782 Contractor on site- removing trees 2. Land Availability concluded for Boeschoek Farm			Director:H&L
NNTA S64/2 010	Create viable pieces of land for residential purposes	Housing and Land		123	Service and sell available land	R 5,000,000	Approved Land Disposal Policy by 31 December 2010	Quarterly	Minutes			Approved Land Disposal Policy (to include options for the release of land below market value to cater for varying income		Progress Report	No report submitted	Progress Report			Land disposal policy to be workshopped with the new council	Director : H & L
NNTA S64/2 010	Create viable pieces of land for residential purposes	Housing and Land		123	Service and sell available land	R 5,000,000	Progress made with the serving of municipal owned land for middle income housing and release	Quarterly	Tender documents and order numbers	Progress Report		Initiate green field development.	remainder of 1 Newcastle is 80% complete with servicing.				100% complete with services			Director:H&L
NNTA S65/2 010	To reduce the number of residents in the waiting list as well as homelessness	Housing and Land	Housing Data Base (waiting list)	123	To ensure that all application forms are captured on to the Housing data base		Progress made with updating of the Housing data base	Quarterly	Forms captured	Appoint 2 data captureurs	2 Town Planning Interns were appointed.	Fully functional and updated housing data-base	manual capturing has commenced with interns	Progress Report	No report submitted	Progress Report	7131 forms captured on the data base	0		Director:H&L

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NNTAS 68/2010		Housing and Land			Tenure Upgrade		Progress made with the finalisation of the EEDBS process	Quarterly	Records	Assign more staff to the EEDBS and estate section		Number of households transferred through EEDBS	Lodged with Deeds office 383 transfer applications.	Progress Report	Umphathi consultants very slow in finalising the transfers	Progress Report	313 Title deeds received for EEDBS		Engage Deeds Office and Service Provider to Fast track transfer	Director:H&L
NNTAS 69		LED			Mainstreaming SMME Development within the organisation		Approved SMME Framework by 31 December 2010	Annually	Minutes			Approved SMME Framework	Framework not yet prepared				Appointed staff 1 July 2011			
NNTAS 70							Progress made with the implementation of the "sebenzel' ikhaya" program	Annually	Records	launch of the "Sebenzel' ikhaya" program		implementation of the program	Referred to SDBIP of Technical Services							

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CS1	To render an efficient and effective Community Safety Service	Community Services	CIVIL DEFENCE	260	To render an effective and efficient Disaster Management Services	R 1 126 359.00	Average time taken to attend to families affected by a disaster	Quarterly	24hours	Incident Report	24hours		24hours	24	24hours	24 HOURS	24hours	24 HOURS			Chief Fire Officer
CS2	To render an efficient and effective Community Safety Service	Community Services	FIRE BRIGADE TRAFFIC ADMIN	262	To render an efficient and effective Administration Service	R 2 783 994.00	%age of budget utilized	Quarterly		Budget Print out	25%	27%	75%		50%		75%	83%	Expenditure in line with the requirements of the administration section.		Admin Officer
CS3	To render an efficient and effective Community Safety Service	Community Services	TRAFFIC CONTROL	264	To render an efficient and effective traffic management services	R 12 949 745.00	Number of hours spent at Roadsides checks and Roadblocks	Quarterly	4000	Register/R eords	1000	1027	1000	14681	1000	3634	1000	13694 hours	In compliance with the National Rolling Law Enforcement Plan. This supports the global "Make Roads safe" campaign	None	Chief Traffic Officer
CS4	To render an efficient and effective Community Safety Service	Community Services	OSIZWENI FIRE SUBSTATION	265	To render an efficient fire and rescue services	R 5 147 880.00	Dispatch time to attend to incidents reported	Quarterly	1min	Incident Report	1min	1 min	1min	1min	1min	1min	1min	1 min			Chief Fire Officer
CS5	To render an efficient and effective Community Safety Service	Community Services	FIRE BRIGADE	266	To render an efficient and effective fire and rescue services	R 9 269 061.00	Dispatch time to attend to incidents reported	Quarterly	1min	Incident Report	1min	1 min	1min	1min	1min	1min	1min	1 min			Chief Fire Officer
CS6	To render an efficient and effective Community Safety Service	Community Services	FIRE BRIGADE	266	To render an efficient and effective fire and rescue services	PART BUDGET OF 266	Number of fire safety inspections	Quarterly	88	Inspection records	30	95	35	5	40	20	40	58			Chief Fire Officer
CS7	To render an efficient and effective Community Safety Service	Community Services	FIRE BRIGADE	266	To render an efficient and effective fire and rescue services	PART BUDGET OF 266	Number of Fire Safety Awareness Campaigns facilitated	Annually	24	Registers / Records		7	3			2		31	There were more school visits in the last quarter		Chief Fire Officer
CS8	To render an efficient and effective Community Safety Service	Community Services	SECURITY - MADADENI	267	To ensure a ZERO incidents through the rendering an effective security service to the Municipality	R 1 768 425.00	Reduction in Incidents reported	Bi-Annual	3	Register	0	1	1	0	0	0	0	3			Head : Security Services
CS9	To render and efficient and effective Community Safety Service	Community Services	SECURITY	268	To ensure a ZERO incidents through the rendering an effective security service to the Municipality	R 9 578 929.00	Reduction Incidents reported	Bi-Annual	4	Register	0	2	1	2	1	3	0	3	Poor execution of security related duties and no guard room on site / premises. Inadequate systems		Head : Security Services
CS10	To render and efficient and effective Community Safety Service	Community Services	SECURITY - OSIZWENI	269	To ensure a ZERO incidents through the rendering an effective security service to the Municipality	R 1 397 426.00	Reduction Incidents reported	Bi-Annual	2	Incident Report	0	0		1	0	0		0			Head : Security Services
CS11	To render an efficient and effective Community Safety Service	Community Services	PARKING SERVICES	801	To ensure effective Traffic flow through parking services	R 765 155.00	%age recovery of outstanding parking fines	Quarterly	40%	Traff Man Reports	10%	25%		8%	10%	33%		15.90%	There is no parking management system and there is also no adequate parking law enforcement.	There is an immediate need for a parking management system and additional law enforcement	Chief Traffic Officer

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CS12	Render a Health Service according to the Requirements of the Service Level Agreement with the DOH	Community Services	Primary Health Services	148	To comply with the requirements of the SLA (DOH)	R 2 758 108.00	Attend to all patients that visit the Primary Health Care Facility	Quarterly	100%	Clinic Records	100%	100%	100%	100%	100%	100%	100%	100%			Chief Health Services
CS13																					
CS14	To render and efficient & effective Waste Management Service	Community Services	REFUSE REMOVAL MADADENI & OSIZWENI & KILLBARCHAN + NEWCASTLE WEST	225, 230, 232, 235, 236,221,222 ,224,280	To provide a efficient refuse collection service	R 71 109 860.00	Number of households serviced	Quarterly	20855	Records	36020		36020	47786	36020	49552	36020		All votes now included		Superintendent Waste Managemet East
CS15	To render and efficient & effective Waste Management Service	Community Services	REFUSE REMOVAL	CAPEX	Address refuse rremovaal backlogs	R 2 000 000.00	Progress made with addressing backlogs	Quarterly		Records			Award Bid for Compactor	Bid awarded to F & R Catai Transport solutions	Take deliver of Compactor		Render Service		In the prossess of appointing an training of new staff		R 71 109 860.00
CS16	To render and efficient & effective Waste Management Service	Community Services	REFUSE REMOVAL	CAPEX	To provide an efficient refuse service	R 18 425 000.00	%age of budget spent	Annually								R 38 361	100%		Preferred site identified, EIA pending. Multi year project		Supt. West

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CS17		Culture and Amenities	RICHVIEW CENTRE	010	To serve the community in the provision of clean, well maintained facilities and develop further diverse facilities of	722 473	Average use of halls	Quarterly	90	Booking register/fil e	22	27	23	32	22	17	23	28	Hall usage more than anticipated.		Administrative Officer
CS18							Average usage by visitors and members	Quarterly	32840	Average usage visitors/m embers 3M	8040	9 226	4600	11248	11980	7165	8220	6791	Less visitors than anticipated.	Librarian to perform awareness campaigns/promoti ons.	
CS19		Culture & Amenities	LENNOXTON LIBRARY	015	To render an efficient and effective information service to the community	1 440 810	Circulation of Library material	Quarterly	80040	Statistics / Monthly reports	20960	19 544	18470	18041	20580	15615	20030	14498	First quarter on new online library system. Number of problems experienced with regard to circulation of	Problems reported to Province who is attending to the problem.	Asst. Town Librarian
CS20		Culture & Amenities	FAIRLEIGH: COMMUNITY HALL	060	To serve the community in the provision of clean, well maintained facilities and develop further diverse facilities of	442 266	Average use of halls	Quarterly	107	Booking register/fil e	26	33	23	33	26	38	22	41	Hall usage more than anticipated.		Administrative Officer
CS21							Average usage by visitors and members	Quarterly	5280	User Register	1370	1 130	1120	962	1460	1055	1330	1055	Less visitors than anticipated.	Manual stats is kept by Librarian by way of visitors register. It is possible that users do not always sign register, especially	
CS22		Culture & Amenities	FAIRLEIGH: LIBRARY	065	To render an efficient and effective information service to the community	453 917	Circulation of Library material	Quarterly	10250	Statistics / Monthly reports	2700	2 236	2390	2263	2560	2334	2600	2327	First quarter on new online library system. Number of problems experienced with regard to circulation of	Problems reported to Province who is attending to the problem.	Asst. Town Librarian
CS23							Average usage by visitors and members	Quarterly	197350	Head Count System	50010	59 738	40910	47435	57080	55674	49350	55330			
CS24		Culture & Amenities	LIBRARY SCOTT STREET	108	To render an efficient and effective information service to the community	3 657 660	Circulation of Library material	Quarterly	323900	Statistics / Monthly reports	76360	72 267	88250	63679	78310	69032	80980	58231	First quarter on new online library system. Number of problems experienced with regard to circulation of	Problems reported to Province who is attending to the problem.	Asst. Town Librarian
CS25		Culture & Amenities	SHOW HALL	109	To serve the community in the provision of clean, well maintained facilities and develop further diverse facilities of	413 388	Average use of halls	Quarterly	170	Booking register/fil e	42	45	43	45	42	42	43	69	Hall usage more than anticipated.		Administrative Officer
CS26		Culture & Amenities	FARMERS HALL	110	To serve the community in the provision of clean, well maintained facilities and develop further diverse facilities of	805 168	Average use of halls	Quarterly	160	Booking register/fil e	40	37	40	64	40	33	40	36	Hall usage less than anticipated.		Administrative Officer
CS27		Culture & Amenities	MADADENI COMMUNITY HALL	116	To serve the community in the provision of clean, well maintained facilities and develop further diverse facilities of	605 207	Average use of halls	Quarterly	246	Booking register/fil e	61	97	62	68	61	82	62	70	Hall usage more than anticipated.		Administrative Officer

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CS28	To render an effective and efficient culture and amenities service	Culture & Amenities	OSIZWENI COMMUNITY HALL	117	To serve the community in the provision of clean, well maintained facilities and develop further diverse facilities of	466 755	Average use of halls	Quarterly	122	Booking register/fil e	30	35	31	30	30	21	31	20	Hall usage less than anticipated.		Administrative Officer
CS29							Average usage by visitors and members	Quarterly	152300	Head Count System	36080	44 062	31000	31580	43770	39755	41450	45196			
CS30		Culture & Amenities	MADADENI LIBRARY	118	To render an efficient and effective information service to the community	1 434 115	Circulation of Library material	Quarterly	36500	Statistics / Monthly reports	11290	8 630	7100	4475	8970	914	9140	5823	First quarter on new online library system. Number of problems experienced with regard to circulation of	Problems reported to Province who is attending to the problem.	Asst. Town Librarian
CS31							Average usage by visitors and members	Quarterly	145340	Head Count System	40590	48 961	31000	34145	46000	49907	46000	37899	Head Count System faulty from 9-30 June.	System was repaired on 30 June. Evidence attached.	
CS32		Culture & Amenities	OSIZWENI LIBRARY	119	To render an efficient and effective information service to the community	1 204 433	Circulation of Library material	Quarterly	37000	Statistics / Monthly reports	10750	11 023	8020	5679	8970	6434	9260	6414			Asst. Town Librarian
CS33							Number of visitors	Monthly	4000	Visitors' Book	1000	753	1500	3123	500	1412	1000	1320			
CS34							Number of educational/cultural activities	Monthly	40	Education al/Cultural Activities	10	15	15	22	5	8	10	22			
CS35		Culture & Amenities	FORT AMIEL & ARMOURY	120	To serve the diverse cultural and historical heritage of the Newcastle community through Museum services	600 791	Number of exhibitions/events	Quarterly	8	Exhibitions /Events	2	3	2	4	2	1	2	2			Curator : Fort Amiel Musuem
CS36							Number of visitors	Monthly	5000	Visitors' Book	2000	792	1000	1265	800	1392	1200	1218			
CS37							Number of educational/cultural activities	Monthly	34	Education al /Cultural Activities	10	2	10	6	4	2	10	12			
CS38							Number of exhibitions/events	Quarterly	4	Exhibitions /Events	1	1	1	2	1	1	1	1			

NEWCASTLE MUNICIPALITY
COMMUNITY SERVICES
Q4/ ANNUAL SDBIP REPORT
2010/11

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CS39		Culture & Amenities	ART GALLERY	122	To promote the knowledge and appreciation of art, culture and craft	742 219	Number of workshops	Monthly	14	Workshops	4	10	4	13	2	3	4	2	Crafters worked with individually to produce orders.		Curator : Carnegie Art Gallery
CS40		Culture & Amenities	AIRFIELD	125	To ensure compliance with requirements of the SACAA, and promote use of Airfield	563 796		Annually	100%	Compliance of Annual Inspection Report / Renewal of Aerodrom			100%	100%		-					Administrative Officer

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CS41		Culture & Amenities	TOWN HALL	127	To serve the community in the provision of clean, well maintained facilities and develop further diverse facilities of	934 682	Average use of halls	Quarterly	272	Booking register/fil e	68	83	68	69	68	69	68	70	Hall usage more than anticipated.		Administrative Officer
CS42		Culture & Amenities	HALL: CHARLESTOWN	128	To serve the community in the provision of clean, well maintained facilities and develop further diverse facilities of	239 958	Average use of halls	Quarterly	54	Booking register/fil e	13	18	14	12	13	31	14	33	Hall usage more than anticipated.		Administrative Officer
CS43		Culture & Amenities	CULTURE & AMENITIES (ADMIN)	411		4 112 839		Annually		Survey Report						-	100%				Administrative Officer
CS44	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	SURYAVILLE: SWIMMING POOL	25	To promote the use of pools and encourage swimming development	R 132 084.60	Usage of pools	Quarterly		Records	400	0	800	1209		5846	50	50	none		Divisional Head PARKS
CS45	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	PARADISE: RECREATION	28	To promote usage of facilities and promote local sport talent	R 752 229.73	Usage of Grounds	Quarterly		Register/ fixture list	22	56	12	52	25	52	0	48	Due to both madadeni and osizweni been closed, this resulted in excessive usage of field.	none	Divisional Head PARKS
CS46	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	FAIRLEIGH: SWIMMING POOL	75	To promote the use of pools and encourage swimming development	R 68 246.90	Usage of pools	Quarterly		Records	600	0	150	7850	172	3411	100	30	water temperature below 20 degrees, pool closed for may and june.	none	Divisional Head:PARKS
CS47	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	FAIRLEIGH: RECREATION	78	To promote usage of facilities and promote local sport talent	R 128 258.00	%age of budget spent	Quarterly		Budget Print out	35%	7,8%	85%	no stats available	65%	12%	100%	no stats available	none	system doesn't show actual expenditure, finance to provide hard copies.	Divisional Head:PARKS
CS48	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	CEMETERY	400	To render an effective and efficient cemeteries management service	R 1 486 121.40	Number of burials	Quarterly		Cemetery recons	300	221	250	203		184	200	139	Death rates cannot be exactly predicted.	none	Divisional Head:PARKS
CS49	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	PARKS ADMINISTRATION	401	To provide a administrative support service for Parks, Recreation and Cemeteries	R 443 897.10	%age of budget spent	Quarterly		Budget Print out	25%	7,3%	75%	no stats available	54%	76%	100%	no stats available	none	system doesn't show actual expenditure, finance to provide hard copies.	Divisional Head:PARKS
CS50	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	PARKS & GARDENS	403	To render an effective and efficient maintenance service for parks and gardens	R 6 363 422.49	Number of cutting cycles completed	Bi-annual		Grass Cutting Schedules	3	0	3	4	2	5	0	1	Election drive and cycle was extended.	none	Divisional Head:PARKS
CS51	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	PARKS & GARDENS MADADENI	404	To render a maintenance service for parks and gardens	R 387 054.93	Number of cutting cycles completed	Bi-annual		Grass Cutting Schedules	3	0	3	1.5	3	3	0	1	Election drive and cycle was extended.	none	Divisional Head:PARKS

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CS52	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	PARKS & GARDENS OSIZWENI	405	To render a maintenance service for parks and gardens	R 182 244.15	Number of cutting cycles completed	Bi-annual		Grass Cutting Schedules	3	0	3	1	2	2	0	1	Election drive and cycle was extended.	none	Divisional Head:PARKS
CS53	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	NURSERY	406	To supply plants for greening,beautication, street trees for the Newcastle Municipal Area	R 1 154 741.58	%age of budget spent	Quarterly		Budget Print out	25%	13,7 %	75%	no stats available	44%	59%	100%	no stats available	none	system doesn't show actual expenditure, finance to provide hard copies.	Divisional Head:PARKS

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CS54	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	RECREATION GROUNDS	407	To promote usage of facilities and promote local sport talent	R 789 573.61	Usage of Grounds	Quarterly		Register/Fixture list	18	72	16	164	7	125	0	81	regional tournaments held at ground.	none	Divisional Head:PARKS
CS55	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	CEMETERY MADADENI	408	To render an effective and efficient cemeteries management service	R 609 463.80	Number of burials	Quarterly		Cemetery recons	250	453	180	459	398	331	200	383	Death rates cannot be exactly predicted.	none	Divisional Head:PARKS
CS56	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	CEMETERY OSIZWENI	409	To render an effective and efficient cemeteries management service	R 689 351.18	Number of burials	Quarterly		Cemetery recons	250	206	250	206	219	116	200	159	Death rates cannot be exactly predicted.	none	Divisional Head:PARKS
CS57	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	RECREATION CENTRE	410	To promote organised and professional indoor sports	R 1 711 595.03	Usage of Recreation Centre	Quarterly		Register	11000	12923	12000	12084	14665	13704	10000	15107	centre used for voting	none	Divisional Head:PARKS
CS58	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	ARBOR PARK SWIMMING POOL	412	To promote the use of pools and encourage swimming development	R 290 098.72	Usage of pools	Quarterly		Records	800	0	500	3941	855	1287	100	40	water temperature below 20 degrees, pool closed for may and june.	none	Divisional Head:PARKS
CS59	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	AMCOR DAM	413	To promote use of Dam and encourage tourism	R 851 036.03	Usage of Amcor Dam (No. Of Visitors)	Quarterly		Records	10000	5470	5000	26621	3864	7435	1000	1783	Overusage of the dam due to site advertised on national website.	none	Divisional Head:PARKS
CS60	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	RECREATION GROUNDS OSIZWENI	415	To promote usage of facilities and promote local sport talent	R 56 408.00	Usage of Grounds	Quarterly		Register/Fixture List	10	32	7	6	4	21	0	0			Divisional Head:PARKS
CS61	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	PARKS & GARDENS - KILBARCHAN	416	To render a maintenance service for parks and gardens	R 46 453.00	Number of cutting cycles completed	Bi-annual		Grass Cutting Schedule	3	0	3	4	2	4	0	1	Election drive and cycle was extended.	none	Divisional Head:PARKS
CS62	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	CEMETERY: KILBARCHAN	417	To render an effective and efficient cemeteries management service	R 2 151.00	Number of Burials	Quarterly		Cemetery Recons	2	2	1	0	1	2	1	1			Divisional Head:PARKS
CS63	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	NEWCASTLE SWIMMING POOL	420	To promote the use of pools and encourage swimming development	R 1 423 302.73	Usage of pools	Quarterly		Records	2000	1400	4500	4876	5586	3516	500	361	water temperature below 20 degrees, pool closed for may and june.	none	Divisional Head:PARKS
CS64	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	CEMETERY: CHARLESTOWN	421	To render an effective and efficient cemeteries management service	R 31 005.00	Number of Burials	Quarterly		Cemetery Recons	5	8	3	11	14	10	5	13	Death rates cannot be exactly predicted.	none	Divisional Head:PARKS

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CS65	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	CARAVAN PARK	425	To provide Caravan Park Facility	R 65 577.05	Usage of Caravan Park	Quarterly		Booking Register	20	269	15	276	150	283	10	137	Due to economic development, site used by contractors as accomodation.	none	Divisional Head:PARKS
CS66	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	RECREATION GROUNDS: MADADENI	430	To promote usage of facilities and promote local sport talent	R 330 213.99	Usage of Grounds	Quarterly		Records/Fixture list	10	0	3	0	2	0	0	120	graded grounds utilised as field is closed	none	Divisional Head:PARKS
CS67	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	RECREATION GROUNDS: OSIZWENI	431	To promote usage of facilities and promote local sport talent	R 496 121.53	Usage of Grounds	Quarterly		Records/Fixture list	10	32	7	6	4	21	0	0	field closed due to upgrade	none	Divisional Head:PARKS
CS68	To render an effective and efficient parks, sports,recreation, and cemeteries management services service	Culture Recreation & Amenities	PARKS & GARDENS: SL ALLOCATION	490	To render a maintenance service for parks and gardens	-R 1 998 021.88	%age of budget spent	Quarterly		Budget Print out	25%	78,7%	75%	no stats available	260%	97%	100%	no stats available	none	system doesn't show actual expenditure, finance to provide hard copies.	Divisional Head:PARKS

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											TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	REASON FOR VARIANCE	RECOMMENDED CORRECTIVE ACTION	
RS1	To render an administrative support service to Technical Services and Development Planning and Human Settlements	Infrastructural Services (Civil)	CIVIL SERVICES	162	To maintain and repair office buildings, ground and equipment	R 1 053 154.00	%age of budget spent	Quarterly		Budget expenditure Reports	25%		50%	56%	75%	67%	100%	101%	Telephone Account overspent		Sectional Head : Administration
RS2	To render an administrative support service to Technical Services and Development Planning and Human Settlements	Infrastructural Services (Civil)	CIVIL SERVICES	163	To maintain and repair office buildings, ground and equipment	R 2 284 464.00	%age satisfaction rate of Administrative support	Annual		Survey results							100%	136%	Salaries overspent	Sort out correct cost centre	Sectional Head : Administration
RS3	To maintain and manage Council buildings	Infrastructural Services (Civil)	ADMIN: CONSTRUCTION & MAINT	165	To ensure the maintenance and management of Council buildings	R3,771,,204.00	Monthly reports from Building Section	Quarterly		0 Minutes	0	3	3	3	3	3	3		100%		Divisional Head : Roads, Stormwater and buildings
RS4	To maintain and manage Council buildings	Infrastructural Services (Civil)	ADMIN: CONSTRUCTION & MAINT				%age of repaired defects against reported				100%		100%	99,4%	100%	98%	100%	100%			Divisional Head : Roads, Stormwater and buildings
RS5 & NNTAS 29	To provide safe and accessible roads and stormwater infrastructure within Newcastle	Infrastructural Services (Civil)	ROADS & STREETS	170	To upgrade and maintain roads and stormwater infrastructure	R 0.00	km's of roads graded	Quarterly		Minutes/Reports	15	18,5	15	16,5	25	25,6	12	13,7			Divisional Head : Roads, Stormwater and buildings
RS6 & NNTAS 29	To provide safe and accessible roads and stormwater infrastructure within Newcastle	Infrastructural Services (Civil)	ROADS & STREETS	170	To upgrade and maintain roads and stormwater infrastructure		km's of roads re-sealed	Quarterly		Minutes/Reports	6	7	5km	13	4	0	3	4,48			Divisional Head : Roads, Stormwater and buildings
RS7 & NNTAS 29	To provide safe and accessible roads and stormwater infrastructure within Newcastle	Infrastructural Services (Civil)	ROADS & STREETS	170	To upgrade and maintain roads and stormwater infrastructure		%age of potholes repaired	Quarterly		Minutes/Reports	100%	100%	100%	100%	100%	99%	100%	100%			Divisional Head : Roads, Stormwater and buildings
RS8 & NNTAS 29	To provide safe and accessible roads and stormwater infrastructure within Newcastle	Infrastructural Services (Civil)	ROADS & STREETS MADADENI	173	To upgrade and maintain roads and stormwater infrastructure	R 0.00	km's of roads graded	Quarterly		Minutes/Reports	25	34,4	50	77	40	29.80%	25	52,4			Divisional Head : Roads, Stormwater and buildings
RS9 & NNTAS 29	To provide safe and accessible roads and stormwater infrastructure within Newcastle				To upgrade and maintain roads and stormwater infrastructure		km's of roads re-sealed	Quarterly		Minutes/Reports	0		0		3	0	3	5,73	No bituman in Q3 catch up plan Implemented on Q4		Divisional Head : Roads, Stormwater and buildings

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											TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	REASON FOR VARIANCE	RECOMMENDED CORRECTIVE ACTION	
RS10 & NNTAS 29	To provide safe and accessible roads and stormwater infrastructure within Newcastle				To upgrade and maintain roads and stormwater infrastructure		%age of potholes repaired	Quarterly		Minutes/Reports	100%	100%	100%	100%	100%	100%	100%	100%	Due to additional funds available, work in Wards were executed.		Divisional Head : Roads, Stormwater and buildings
RS11 & NNTAS 29	To provide safe and accessible roads and stormwater infrastructure within Newcastle	Infrastructural Services (Civil)	ROADS & STREETS OSIZWENI	174	To upgrade and maintain roads and stormwater infrastructure	R 0.00	km's of roads graded	Quarterly		Minutes/Reports	30	63,4	30	30,8	30	10,1	25	25,8	Additional budget allocated as per adjustment budget		Divisional Head : Roads, Stormwater and buildings
RS12 & NNTAS 29	To provide safe and accessible roads and stormwater infrastructure within Newcastle				To upgrade and maintain roads and stormwater infrastructure		km's of roads re-sealed	Quarterly		Minutes/Reports	0		0	0	2,2	0	2,1	4,38			Divisional Head : Roads, Stormwater and buildings
RS13 & NNTAS 29	To provide safe and accessible roads and stormwater infrastructure within Newcastle				To upgrade and maintain roads and stormwater infrastructure		%age of potholes repaired	Quarterly		Minutes/Reports	100%	100%	100%	100%	100%	100%	100%	100%			Divisional Head : Roads, Stormwater and buildings
RS14	To provide safe and accessible roads and stormwater infrastructure within Newcastle	Infrastructural Services (Civil)	ROADS & STREETS - KILBARCHAN	176		R 381 536.00	km's of roads graded	Quarterly		Minutes/Reports	5	5,5	5	5,4	5	0	5	5,7			Divisional Head : Roads, Stormwater and buildings
RS15	To provide safe and accessible roads and stormwater infrastructure within Newcastle						km's of roads re-sealed	Quarterly		Minutes/Reports			0km	0	0	0	1	7%			Divisional Head : Roads, Stormwater and buildings
RS16	To provide safe and accessible roads and stormwater infrastructure within Newcastle						%age of potholes repaired	Quarterly		Minutes/Reports	100%	100%	100%	100%	100%	100%	100%	100%			Divisional Head : Roads, Stormwater and buildings
RS17	To render an administrative support service to Technical Services and Development Planning and Human Settlements	Infrastructural Services (Civil)	ENGINEERS WORKSHOP	179	To maintain and repair office buildings, ground and equipment	R 180 622.00	%age of budget spent	Quarterly		Budget expenditure Reports	25%		50%		75%	33%	100%	67%	Staff turnover training	Staff shortage in building section	Sectional Head : Administration
RS18	To Provide safe and accessible industrial sidings	Infrastructural Services (Civil)	Industrial siding	180	To maintain and repair railway sidings	R 2 103 387.00	%age of industrial sidings repaired	Quarterly		Monthly reports	100%	100%	100%	100%	100%	100%	100%	100%			Divisional Head : Roads, Stormwater and buildings

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											TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	REASON FOR VARIANCE	RECOMMENDED CORRECTIVE ACTION	
WSA1	To keep the VIP toilets in a state that is essential for dignity, health and wellbeing for everyone, and to support good hygiene and healthy environment	Infrastructural Services (Civil) - should be finance	SEWERAGE NETWORK	241	TO MERGE WITH WSP BUDGET - FREE BASIC WATER	R 8 103 259.28												6540	Technician was appointed as a result desludging is more efficient due to route management		
WSA2	To keep the VIP toilets in a state that is essential for dignity, health and wellbeing for everyone, and to support good hygiene and healthy environment	Infrastructural Services (Civil)	SEWERAGE NETWORK MADADENI	251	To render a desludging service(R2.25m)	2 250 000	Number of VIP's desludged	Quarterly		Monthly Reports	2900	7399	2900	11600	2900	4500	2900	6470	Technician was appointed as a result desludging is more efficient due to route management		WSA Manager
WSA3	To keep the VIP toilets in a state that is essential for dignity, health and wellbeing for everyone, and to support good hygiene and healthy environment	Infrastructural Services (Civil)	SEWERAGE NETWORK OSIZWENI	255	To render a desludging service(R2.3m)	R 2 250 000.00	Number of VIP's desludged	Quarterly		Monthly reports	2875	5500	2875	11600	2875	3500	2875	4			WSA Manager
WSA4	To implement WSA function	Infrastructural Services (Civil)	uThukela Water Business Plan	701	To monitor the WSP (Uthukela Water	104 087 133	Monthly reports to the Portfolio Committee	Quarterly		Minutes	3	3	3	3	3	3	3	3	WATER ANNUAL REPORT 2010 AND PROPOSED SDBIPS		WSA Manager
WSA5	To implement WSA function		uThukela Water Business Plan	701	To monitor the WSP (Uthukela Water		Progress made on PMS Review/mechanism for WSP	Quarterly		Records/Minutes	Draft SDBIP	Draft SDBIPs	Finalise SDBIP with WSP	SDBIP and final recommendation of section 78 assessme	Progress reports	process of considering Section 78	Progress reports	REPORTS WITH IMPLEMENTED PROJECTS IDENTIFIED			WSA Manager
WSA6	Water and Sanitation Services provision for effective implementation of sustainable free basic water and sanitation services	Infrastructural Services (Civils)	uThukela Water Business Plan	701		R 232 509.42	Progress made with the review of the WSDP	Quarterly	Bids received = over budget	Records	Review scope of work	Approved WSDP	Appoint Service Provider	Approved WSDP	Draft WSDP Review	WSDP approved in Q2	Approved WSDP Review	5			WSA Manager
WSA7	To implement WSA function	Infrastructural Services (Civil)	WSA Division programmes and special training	702	To manage the implementation of Water and sanitation projects and programmes	R 328 489.72	Monthly reports submitted to the Portfolio Committee	Quarterly		Minutes	3	3	3	3	3	3	3	4			WSA Manager
WSA8	To implement WSA function		uThukela Water Business Plan	701	To implement WCDM	R 3 000 000.00	Monthly Progress made with water loss management framework	Quarterly		Minutes	3	3	3	3	3	3	3	4			WSA Manager
WSA9	Sanitation Services	Services	Madadeni WWTP refurbishment	701(C)	To increase Madadeni WWTP capacity	R 20 000 000.00	Monthly construction Progress reports	Quarterly		minutes	3	3	3	3	3	3	3	4			WSA Manager

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											TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	REASON FOR VARIANCE	RECOMMENDED CORRECTIVE ACTION	
PMU1	To ensure the effective and efficient functioning of the PMU	Infrastructure Services (Civil)	PROJECT MANAGEMENT UNIT (PMU)	150(O)	To ensure the effective and efficient functioning of the PMU	R 4 532 173.00	Compliance with MIG claims submitted to Cogta by the 25th of each month	Monthly	30th of each month	Cash Flows submitted	25th of each month	20th of each month	25th of each month	Submitted on 25th	25th of each month	Submitted on 25 of each month	25th of each month	25th of each month			PMU Manager
PMU2	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	PROJECT MANAGEMENT UNIT (PMU)	150(O)	To manage the development of Business Plans for capital funding through MIG	R 1 860 000.00	Number of business plans submitted to MIG	Annually	7	Records/Letters to MIG	3	3	3	3	3	4	3	2	Business plan done on quarter 2 and one business plan to be submitted on the first month of quarter 1.		PMU : Manager
PMU3	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	PROJECT MANAGEMENT UNIT (PMU)	150(O)	To identify, co-ordinate and align projects to the IDP		Number of meetings held	Quarterly	0	Minutes	1	2	1	0	1	0	1	1			PMU : Manager
PMU4	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	MNDOZO TOWNSHIP ROADS	150(C)	To Manage the implementation of approved projects	18000000(0)	Km's of new roads constructed/% of Budget spent	Quarterly	0	Finance Expenditure and Progress report	0	0	0	0%	60%	0%	100%	0%	The project was put on hold and to be implemented in the 2011/2011 financial year.		PMU : Manager
PMU5	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	OSIZWENI URBAN ACCESS ROADS Phase 2	150(C)	To Manage the implementation of approved projects	14250000 (3895400.00)	Km's of new roads constructed/% of Budget spent	Quarterly	0	Finance Expenditure and Progress report	0	20%	0	0	60%	0%	100%	72%	Delay on the supply of material and Plant ,as this project was divided into subcontracts.		PMU : Manager
PMU6	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	MADADENI - JOHNSTON LINK ROAD	150(C)	To Manage the implementation of approved projects	R 5 540 000.00	Km's of new roads constructed/% of Budget spent	Quarterly	0	Finance Expenditure and Progress report	0	2,396,212,38	0	0	60%	0%	100%	73%	Delay on the supply of material and Plant ,as this project was divided into subcontracts.		PMU : Manager
PMU7	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	JR2	150(C)	To Manage the implementation of approved projects	R 1 000 000.00	Km's of new roads constructed/% of Budget spent	Quarterly	0	Finance Expenditure and Progress report	0	0	1	0	60%	44%	100%	93%	Works stoppages by emerging contractors, due to cashflows problems.	To look at doing a session for the works to proceed.	PMU : Manager
PMU8	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	BR1 PHASE 3	150(C)	To Manage the implementation of approved projects	R 1 000 000.00	Km's of new roads constructed/% of Budget spent	Quarterly	0	Finance Expenditure and Progress report	0	0	0.25	0	60%	7%	100%	90%	Works were planned to be appointed, because of more money would be required on these		PMU : Manager
PMU9	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	REHABILITATION OF HARDWICK STREET	150(C)	To Manage the implementation of approved projects	R 5 000 000.00	Km's of new roads constructed/% of Budget spent	Quarterly	0	Finance Expenditure and Progress report	0	0	0	0	60%	0%	100%	82%	Delay due to change of scope of works and delay on the manufacturing of 1.1 dia pipes.		PMU : Manager

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											TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	REASON FOR VARIANCE	RECOMMENDED CORRECTIVE ACTION	
PMU10	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	REHABILITATION OF FARADAY STREET	150(C)	To Manage the implementation of approved projects	R 5 000 000.00	Km's of new roads constructed/% of Budget spent	Quarterly	0	Finance Expenditure and Progress report	0	0	0	0	60%	0%	100%	87%	Delay due to change of scope of works and delay on the manufacturing of 1.d dia pipes.		PMU : Manager
PMU11	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	REHABILITATION OF DONGA AT SLEGSPRUIT	150(C)	To Manage the implementation of approved projects	R 250 000.00	Km's of new roads constructed/% of Budget spent	Quarterly	0	Finance Expenditure and Progress report	0	0%	0	0	0%	0%	100%	88%	The VAT brought back reduced the expenditure.		PMU : Manager
PMU12	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	COMPLETION OF TOUCAN PLACE CIRCLE	150(C)	To Manage the implementation of approved projects	R 180 000.00	Km's of new roads constructed/% of Budget spent	Quarterly	0	Finance Expenditure and Progress report	0	0	30	0	60%	0%	100%	97%	R293000 is required for the the completion of the project,but only R5000 available.		PMU : Manager
PMU13	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	JENKYN/KIRKL AND STREET : ROAD WIDENING	150(C)	To Manage the implementation of approved projects	R 180 000.00	Km's of new roads constructed/% of Budget spent	Quarterly	0	Finance Expenditure and Progress report	0	0	20	0	60%	0%	100%	49%	delivery of material due to sole provider of the G2 material and SMME,s cashflow		PMU : Manager
PMU14	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	SLIPWAY : BOUNDARY TO ST DOMINICS	150(C)	To Manage the implementation of approved projects	R 220 000.00	Km's of new roads constructed/% of Budget spent	Quarterly	0	Finance Expenditure and Progress report	0	0	0	0	60%	0%	100%	0%	The project could not be implemented due to unforeseen underground services.	The project to be implemented on 2011/2012 financial year.	PMU : Manager
PMU15	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	SLIPWAY:ST DOMINICS AND KIRKLAND	150(C)	To Manage the implementation of approved projects	R 220 000.00	Km's of new roads constructed/% of Budget spent	Quarterly	0	Finance Expenditure and Progress report	0	0	0	0	60%	0%	100%	50%	delivery of material due to sole provider of the G2 material and SMME,s cashflow		PMU : Manager
PMU16	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	REHABILITATION OF INTERSECTIONS ON ALLEN STREET	150(C)	To Manage the implementation of approved projects	R 1 000 000.00	Km's of new roads constructed/% of Budget spent	Quarterly	0	Finance Expenditure and Progress report	0	20%	40	0	60%	Contractor appointed in March 2011	100%	92%	Insufficient funding for the start of construction,budget was only used for the designs.		PMU : Manager
PMU17	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	IMPROVEMENT OF SIDEWALKS - CBD & CENTRAL	150(C)	To Manage the implementation of approved projects	R 300 000.00	sqm's of new roads constructed/% of Budget spent	Quarterly	0	Finance Expenditure and Progress report	0	0%	400sqm	500sqm	60%	41%	100%	100%			PMU : Manager
PMU18	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	PEDESTRAINS WALKWAYS IN NEWCASTLE	150(C)	To Manage the implementation of approved projects	R 800 000.00	Km's of new roads constructed/% of Budget spent	Quarterly	0	Finance Expenditure and Progress report	0	0	500	0	60%	36%	100%	92%	Project completed,the left amount were savings.		PMU : Manager

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											TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	REASON FOR VARIANCE	RECOMMENDED CORRECTIVE ACTION	
PMU19	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	AMANANT PARKING	150(C)	To Manage the implementation of approved projects	R 550 000.00	Km's of new roads constructed/% of Budget spent	Quarterly	0	Finance Expenditure and Progress report	0	0%	400	0	60%	0%	100%	35%	Delay on the delivery of material due to sole provider of the G2 material and SMMEs cashflow		PMU : Manager
PMU20	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	HOSPITAL STREET SIDEWALK	150(C)	To Manage the implementation of approved projects	R 300 000.00	Km's of new roads constructed/% of Budget spent	Quarterly	0	Finance Expenditure and Progress report	0	0%	250	800	60%	0%	100%	95%			PMU : Manager

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											TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	REASON FOR VARIANCE	RECOMMENDED CORRECTIVE ACTION	
PMU21	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	VICTORIA ROAD SIDEWALK	150(C)	To Manage the implementation of approved projects	R 130 000.00	Km's of new roads constructed/% of Budget spent	Quarterly	0	Finance Expenditure and Progress report	0	0%	50	0%	60%	0%	100%	93%			PMU : Manager
PMU22	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	SURYAVILLE TEMPLE SIDEWALK	150(C)	To Manage the implementation of approved projects	R 120 000.00	Km's of new roads constructed/% of Budget spent	Quarterly	0	Finance Expenditure and Progress report	0	0%	100	500	60%	85%	100%	98%	Project completed,the left amount were savings.		PMU : Manager
PMU23	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	REHABILITATION OF JENKYN STREET	150(C)	To Manage the implementation of approved projects	R 400 000.00	Km's of new roads constructed/% of Budget spent	Quarterly	0	Finance Expenditure and Progress report	0	0%	0.1	0	60%	0%	100%	85%	delayed delivery of material due to sole provider of the G2 material and SMME,s cashflow		PMU : Manager
PMU24	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	CONSTRUCTION OF ROYPOINT CEMETRY ROAD	150(C)	To Manage the implementation of approved projects	R 600 000.00	Km's of new roads constructed/% of Budget spent	Quarterly	0	Finance Expenditure and Progress report	0	0%	0	0	0%	0%	100%	64%	Insufficient funding for the start of construction,budget was only used for the designs.		PMU : Manager
PMU25	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	NIGHTNGALE ROAD AND PARKING	150(C)	To Manage the implementation of approved projects	R 400 000.00	Km's of new roads constructed/% of Budget spent	Quarterly	0	Finance Expenditure and Progress report	0	0%	0.05	0	60%	0%	100%	85%	delayed delivery of material due to sole provider of the G2 material and SMME,s cashflow		PMU : Manager
PMU26/ NNTAS 30	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	TRAFFIC CALMING DEVICES: SPEED HUMPS	150(C)	To Manage the implementation of approved projects	R 600 000.00	Number of speed humps constructed	Quarterly	0	Finance Expenditure and Progress report	10	0	10	0	10	0%	10	45			PMU : Manager
PMU27	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	PANORAMA DRIVE- STORMWATER UPGRADE	150(C)	To Manage the implementation of approved projects	R 1 000 000.00	Km's of new stormwater sytem constructed	Quarterly	0	Finance Expenditure and Progress report	0	0	0.1	0	0.3	0%	0.2	0.4			PMU : Manager
PMU28	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	PROJECT MANAGEMENT UNIT (PMU)	150(C)	Manage the cash flow and reporting requirements for MIG		Number of meetings held	Quarterly	12	Minutes	3	3	3	2	3	4	3	3			PMU : Manager
PMU29	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	PROJECT MANAGEMENT UNIT (PMU)	150(C)	Manage the cash flow and reporting requirements for MIG		Monthly reports to the Portfolio Committee	Quarterly	12	Minutes	3	2	3	4	3	3	3	1	There was no portfolio committee due to the local Municipalities elections.		PMU : Manager

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											TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	REASON FOR VARIANCE	RECOMMENDED CORRECTIVE ACTION	
PMU30	Sanitation Services	Infrastructural Services (Civil)	Staffordhill waterborne sewage Phase 3		To install sewer reticulation in Staffordhill	R 3 000 000.00	Progress with installation of sewer reticulation	Quarterly		records	Business plans and fund applications	Business plan submitted.	Progress Report	Bussiness plan captured	Progress Report	Progress Report	Progress reports	Progress report			PMU : Manager
PMU31	Bulk Water Services	Infrastructural Services (Civil)	Viljoen Bulk	C	To install Bulk water mains 10ml reservoir 150L/s pump station	R 3 786 982.00	Monthly construction Progress reports	Quarterly		Records	3	962,373,05	3	3	3	3	3	3			PMU : Manager
PMU32	To effectively and efficiently co-ordinate and manage Capital works for the Newcastle Municipality	Infrastructural Services (Civil)	PROJECT MANAGEMENT UNIT (PMU)	150(C)	To manage PMU Staff		Number of identified posts filled	Quarterly	1	Letters of appointment	0	3	0	0	0	0	1	0	Position was not filled because ,there was someone acting on it.		PMU : Manager
EL1	To provide and maintain street lighting for Newcastle	Infrastructural Services (Electricity) & Dev & Planning	STREETLIGHTING AND ROBOTS	171	To maintain and repair of street lights	R 6 111 259.94	%age of street lights repaired vs number still outstanding	Quarterly	100%	Street lights complaints List	70%	70%	70%	94%			90%	98%			Director: Electrical
EL2	To provide and maintain Traffic Lights Robots & to ensure reliability of operation	Infrastructural Services (Electricity) & Dev & Planning	STREETLIGHTING AND ROBOTS	171	To maintain and repair of robot traffic lights		%age of robots repaired vs number still outstanding	Quarterly	100%	Traffic lights complaints list	100%	100%	100%	47%			100%	100%			Director: Electrical

REF NO	DEPARTMENTAL OBJECTIVE	SBU	COST CENTRE DESCRIPTION	COST CENTRE	COST CENTRE OBJECTIVE	BUDGET	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	EVIDENCE	QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4				RESPONSIBLE MANAGER
											TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	REASON FOR VARIANCE	RECOMMENDED CORRECTIVE ACTION	
EL3	To render a mechanical services to municipal fleet	Infrastructural Services (Electricity) & Dev & Planning	MECHANICAL WORKSHOP	440	To repair and maintain municipal fleet efficiently	R 1 932 981.00	Average time taken to repair vehicles	Quarterly	65min	Service Records	65min	91.3	65min	90			2hrs	1.5hrs			Director: Electrical
EL4	To render an administrative support service to Technical Services(Electrical and Mechanical Services)	Infrastructural Services (Electricity) & Dev & Planning	ELECTRICITY ADMINISTRATION	601	To render an efficient admin support (salaries, memos, printing, vacancies, reports, budgets)		%age satisfaction with Admin Support services	Annually	100%	Survey Results				Survey to be done at financial year end			100%	96%			Director : Electrical
EL5	To render an administrative support service to Technical Services(Electrical and Mechanical Services)	Infrastructural Services (Electricity) & Dev & Planning	ELECTRICITY ADMINISTRATION	601, 602	To repair and maintain municipal electrical/mechanical buildings, toilets, carparks, changerooms	R 363 900.00	%age of budget spent	Quarterly	100%	Budget reports	25%	11%	50%	61%			100%	96%			Director : Electrical
EL6	To provide & maintain the electricity distribution network within Newcastle License area	Infrastructural Services (Electricity) & Dev & Planning	ELECTRICITY DISTRIBUTION	602	Repair faults, maintain electrical equipment, conduct inspections, improve reliability of supply	R 10 065 000.00	Monthly statistical information & % budget spent	Quarterly	100%	Monthly reports showing achievements & % budget spent	25%	21%	50%	50%			100%	90%			Director : Electrical
EL7	To ensure reliability & maintenance of electrical protection equipment, transformers, switchgear and traffic lights	Infrastructural Services (Electricity) & Dev & Planning	ELECTRICITY TEST DEPARTMENT	602	Repair faults, maintain equipment, conduct inspections, improve reliability	R 1 516 000.00	Monthly statistical information & % budget spent	Quarterly	100%	Monthly reports showing achievements & % budget spent	25%	15%	50%	50%			100%	90%			Director : Electrical
EL8	To ensure that all new applications for service connections are satisfied	Infrastructural Services (Electricity) & Dev & Planning	ELECTRICITY SERVICE CONNECTION	604	To render technical assistance for new developments & to ensure service connections are met	R 1 600 000.00	%age of new services finalised against applications	Quarterly	100%	Register showing completed vs outstanding no. of connections	90%	90%	90%	61%			90%	90%			Director : Electrical
EL9	To ensure that streelights within the Newcastle License Area are operational	Infrastructural Services (Electricity) & Dev & Planning	ELECTRICITY STREET LIGHTING	605	To repair and maintain street lights to ensure that they are operational	R 211 044.85	Number of street lights repaired vs number still outstanding	Quarterly	100%	Monthly Streelight Complaints Report	70%	70%	70%	94%			90%	98%			Director : Electrical
EL10 & NNTAS2 9/2010	Purchasing of new essential vehicles required to ensure effective and efficient service delivery	Infrastructural Services (Electricity) & Dev & Planning	Capital Project		To purchase 2 street light cherry pickers, 4 bakkies, 1 honey sucker, 1 compactor & 1 grader	R 5 000 000.00	No. of planned vehicles purchased as per available budget	Quarterly	To procure in first quarter	Invoices indicating vehicles purchased and delivered	50%	0%	100%	78%			100%	100%			Director: Electrical Services
NNTAS1 6/2010	Access to electricity	Infrastructural Services (Electricity) & Dev & Planning	Capital Project		500 houses by yr2010 2000 hses by yr2011 1860 hses by yr2012 1200 hses by yr 2013	R 70 000 000.00	No. of houses actually electrified vs planned per year	Quarterly		Reports and cumulative cash flows met for respective year		0%	500 Households	0%			100%	85%			Director : Electrical

REF NO	DEPARTMENTAL OBJECTIVE	SBU	COST CENTRE DESCRIPTION	COST CENTRE	COST CENTRE OBJECTIVE	BUDGET	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	EVIDENCE	QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4				RESPONSIBLE MANAGER
											TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	REASON FOR VARIANCE	RECOMMENDED CORRECTIVE ACTION	
NNTAS1 7/2010	Access to Electricity at Riverside Substation for new & growing industries and consumers	Infrastructural Services (Electricity) & Dev & Planning	Capital Project		To increase to 200% Capacity by installing a 20MVA transformer and substation	R 12 000 000.00	Actual expenditure on project (R value)	Quarterly		Progress Reports and cumulative cash flow met	R2,654 million	2 353 809	R4,527 million	3 477 052			85 PERC	85	3% overspent		Director : Electrical
NNTAS1 8/2010	Formosa Electrical Supply Capacity to be increased to meet growing demands	Infrastructural Services (Electricity) & Dev & Planning	Capital Project		To increase existing capacity at Formosa by 28%	R 1 200 000.00	%age of budget spent	Quarterly		Progress Reports and % cumulative cash flows met	25%	96%	50%	102%			100%	100%			Director : Electrical
NNTAS1 9/2010	Access to lighting in unlit areas	Infrastructural Services (Electricity) & Dev & Planning	Capital Project		150 High Masts to be installed over 5 years in all unlit areas	R 1 800 000.00	Number of High Mast Lights installed per year	Annual	18	Progress Reports and % cumulative cash flows met	Progress Report	92%	Progress Report	93%			100%	1			Director : Electrical
NNTAS2 0/2010	Access to lighting in unlit areas	Infrastructural Services (Electricity) & Dev & Planning	Capital Project		150 High Masts to be installed over 5 years in all unlit areas		Progress made to improve turnaround time for installation of High Mast lights in Eskom area	Annually		Progress Reports and % cumulative cash flows met		92%		as above			100%	100%	Delays experienced with ESKOM	Formal correspondence to ESKOM to fast track installation	Director : Electrical
NNTAS2 1/2010	Access to Free Basic Electricity in Eskom license area	Infrastructural Services (Electricity) & Dev & Planning	Equitable Share		Formalise a data base of beneficiaries in ESKOM license area , aligned to Indigent Register of Newcastle municipality		Progress made with completion of the beneficiary data base in Eskom Licence Area	Bi-annual	Engagements with Eskom	Records		0%	Database complete aligned to Indigent register	Applications received, data base being compiled			100%	0%	transfer to Finance		Director : Electrical Services
NNTAS2 2/2010	In fills in ESKOM License area require electrification	Infrastructural Services (Electricity) & Dev & Planning	Capital Project		Formalise database of all existing Infills requiring electrification & submit to Eskom for planned execution		Formalised database by December 2010	Annual	All infills to be electrified	Records		Lists sent to Eskom	Formalise database of all existing infills	Register completed, to capture electronically			Engage ESKOM for roll-out of electrification for infills		Awaiting ESKOM communications	To prepare a business plan for Infill project and submit to ESKOM	Director : Electrical Services
NNTAS2 3/2010	To review the ESDP for the Municipality	Infrastructural Services (Electricity) & Dev & Planning	Capital Project		To have a latest ESDP that is relevant, realistic & achievable		% finalisation of the ESDP	Quarterly	Lastest ESDP	Records	25%	0%	50%	0%			40%	20%	No funds	Defer to next financial year	Director : Electrical Services
NNTAS2 4/2010	To address the staff shortage in the department to attend to backlogs and improve service delivery	Infrastructural Services (Electrical)	Salaries		To fill critical posts in line with revised & approved organisation structure	R 1 350 000.00	Number of critical posts filled	Bi-annual	8 Critical posts submitted for approval	Letters of appointment		HR advertised late	4	4			100%	70%			Director: Electrical Services
NNTAS3 9/2010	To render an effective fleet management service	Infrastructural Services (Electrical)	MECHANICAL WORKSHOP		To repair and maintain municipal fleet efficiently		Report on Fleet Management options to Council by December 2010	\$		Minutes			Report on Fleet Management Options	none			0	0		To initiate bid process in 2011/12	Director: Electrical Services

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CORP 1	To Provide an Auxiliary Service for the functioning of Council	Administration	Council General	101	To render Auxiliary support to Council	R12 260 523,00	Number of Exco/Council meeting held by Council Resolution	Quarterly		Minutes	10	15	10	11	10	15	10		Elections held - 6 Council in recess		Deputy Director : Administration
CORP 2	To Provide an Auxiliary Service for the functioning of Council	Administration	Council Remuneration	104	To render Auxiliary support to Councillors	R17 183 643,00	Progress made with review of councillor remuneration	Annually		Budget Expenditure Reports			Report to Council on determination of Councillors remuneration	Report to be submitted to Council during January 2011		Report submitted to Council		N/A			Deputy Director : Administration
CORP 3		Administration	Office Accommodation	101	To decentralize office accommodation	R10 million	Progress made with decentralisation of office accommodation	Quarterly		Progress report		Project transferred to office of MM	30% of planning phase 1 complete - appointment of contractor	Project transferred to office of the MM		Project transferred to office of the MM		Project transferred to office of the MM			Deputy Director : Administration
CORP 4		Administration	Office Accommodation	101	To arrange office rental arrangements as an interim		Progress made with interim office arrangements				Finalise office rental arrangements as interim by 30 August 2010	Project transferred to DP & HS		Project transferred to DP & HS		Project transferred to DP & HS		Project transferred to DP & HS			Deputy Director : Administration
CORP 5		Administration	Training of Councillors		Council to identify the training needs for councillors to understand the administration		Number of workshops held with councillors	Annually				0	1	See Corp 31		2 training sessions facilitated		3 DAY Kwanaloga induction facilitated for the District			Deputy Director : Administration
CORP 6	To render an administrative support function to the municipality	Administration	Administration	106		R7 953 590,00	Number of Exco/Council Agendae prepared and distributed	Quarterly		Budget Expenditure reports	10	15	10	11	10	15	10		Elections held - 6 Council in recess		Deputy Director : Administration
CORP 7	To render an administrative support function to the municipality	Administration	Administration		To render administrative support services		Number of Exco/Council minutes prepared	Quarterly			10	15	10	11	10	16	10		Elections held - 6 Council in recess		Deputy Director : Administration
CORP 8	To develop, implement and maintain a General Valuation Roll in terms of MPRA	Administration	Administration		To comply with MPRA		Quarterly reports on maintenance of General Valuation Roll	Quarterly		Reports	1	1	1	1(SV05)	1	1(SV06) published, section 49(1) notices posted objection period 1-31 March 2011	1	1(SV06) implemented and submitted for billing 1 April 2011. 3 Objections finalised and submitted for billing			SED : Corporate Services
CORP 9	To maintain and repair civic building	Administration	Civic Centre	111	To maintain and repair the Civic Centre	R470 000,00	Progress made with refurbishment of civic centre	Bi-annual		Reports			Appointment of service provider	Service provider not appointed		Service provider appointed	Project complete	Project not yet completed	Contractors behind schedule		Deputy Director : Administration

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CORP 10	To maintain and repair civic building	Administration	Civic Centre Madadeni	113	To maintain and repair the Civic Centre	R210 500,00	%age of repairs addressed against reported	Quarterly		Register	90%		90%	0%	90%	90%	90%	0%	No maintenance requested		Deputy Director : Administration
CORP 11	To maintain and repair civic building	Administration	Civic Centre Osizweni	114	To maintain and repair the Civic Centre	R175 000,00	%age of repairs addressed against reported	Quarterly		Register	90%		90%	0%	90%	0%	90%	0%	No maintenance requested		Deputy Director : Administration
CORP 12	To provide a printing and binding service to Council	Administration	Printing	115	To render a bulk printing and binding service to the municipality	R909 263,00	Turnaround compliance with printing for statutory meeting	Quarterly		Budget Expenditure Reports	100%	100%	100%	100%	100%	100%	100%	100%			Deputy Director : Administration
CORP 13	IT Policy Development	Administration	IT		To draft a comprehensive and effective IT Policy		Progress made with the development of an IT policy	Quarterly		Actual policy	Draft policy for comments	Policy submitted and approved	Approval of policy	Policy approved and adopted by Council				N/A			IT Manager
CORP 14	IT Structure and Organisation	Administration	IT		To set up an IT department, and IT staffing so that IT services can be rendered internally		Number of funded IT posts filled	Annually		Organisational structure	0	2	2	Interviews for additional staff members to be held during January 2011	0	2 new staff members appointed	0	3 additional staff members appointed as critical posts			IT Manager
CORP 15	Establishment of IT Register	Administration	IT		To build an IT register to cater for appropriate IT Asset Management Practice / standards		Progress made with the compilation and updating of IT register	Quarterly		IT Register	Compile Register	Register not compiled	Quarterly update of register	Register started with during December 2010		Ongoing process - updated regularly	Quarterly update of register	IT Register updated on monthly basis			IT Manager
CORP 16	Helpdesk/PC/Field Support	Administration	IT		To ensure a smooth and effective IT support service provision to the whole municipality		%age reduction in IT related costs to service providers	Bi-annual	30%	Financial reports / contracts		Letter received from BMS - %age to be given in quarter 2	30%	Meeting to be held during January 2011 to review cost		52%	30%	44,4%			IT Manager
CORP 17	To provide an efficient and effective HR support service	Human Resources	Human Resources	130	To render a Recruitment and selection service to the Municipality	R662 172,00	Average turn around time for filling of a vacancy	Bi-annual	180 days	Recruitment and selection Report			120 days	57 days per vacancy		41 days per vacancy	120days	42 days per vacancy			Senior Personnel Officer
CORP 18	To provide an efficient and effective HR support service	Human Resources	Human Resources	130	To support employees and their families through EAP		Quarterly reports on EAP	Quarterly		Report summary	1	1	1	15	1	1	1	3			Senior Personnel Officer
CORP 19	To provide an efficient and effective HR support service	Human Resources	Human Resources	130	To support employees and their families through EAP	R207 000,00	EAP awareness campaigns	Quarterly		Attendance register / records	1	0	1	1	1	1	1	2			Senior Personnel Officer

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CORP 20	To enhance institutional development and transformation	Human Resources	Human Resources	130	To ensure that all HR policies are made available, adopted and implemented		Review at least 3 policies as and when required	Annually		Reviewed policies		2	Workshop targeted stakeholders on all current HR policies and procedures	No policies reviewed - See CORP 31		0		N/A			Director : HR
CORP 21	To enhance institutional development and transformation	Human Resources	Human Resources	130	To report on the status of filling of critical vacant positions		Report on status of filling of critical vacant positions	Quarterly		Print-out of filled positions	1	1	1	Awaiting information from departments to identify critical vacancies	1	1	1	2			Director : HR
CORP 22	To ensure the functionality of the LLF	Human Resources	Human Resources	130	To enhance relationship between management and unions		Number of LLF meetings held	Quarterly		Agenda & minutes of meetings	3	0	MM and all SED to attend LLF and review composition of LLF	1	3	1	2	0	No meetings held due to elections in May	LLF to be fully operational during July 2011	Director : HR
CORP 23	To provide an efficient and effective HR support service	Human Resources	Human Resources	130	To develop an HR strategy plan		Develop HR strategy plan	Annually		HR Strategy plan	N/A	N/A	N/A	N/A	N/A	To report in quarter 4	Submit HR Strategy Plan	No plan	Positions of Divisional Head : HR vacant - shortage of staff and funds reallocated to Micro structure	To finalise in 2011'12 financial year	Director : HR
CORP 24	To fast track the development of Employment Equity Plan	Human Resources	Human Resources	130	To ensure compliance with the Employment Equity Act		Compliance with submission of EEP report to DOL	Annually		Employment Equity Report		N/A	To submit EE report by 1 October 2010	Report to be submitted in January 2011		Awaiting goals and targets from MM					Div. Head : Personnel & Labour
CORP 25	Provision of accommodation for standby staff	Human Resources	Compound	133	Provision of accommodation for standby staff	R159 819,00	%age satisfaction rate with compound clients	Annually		0 Survey Report		N/A	50%	Only to report in quarter 4				75%	Only 11 of 25 questionnaires returned	To transfer compound to WSA	Senior Clerk
CORP 26	To promote skills development in line with relevant legislation	Human Resources	Human Resources Development	134	To ensure compliance with the SDA		Compliance with submission of WSP and ATR to LGSETA	Annually		WSP&ATR		N/A		N/A		DOIs submitted to LGSETA in order to obtain funds for learnerships and skills programmes (2011/2012 financial year)	To submit WSP and ATR by 30 June 2011	WSP and ATR couriered on 29 June 2011			Divisional Head : HRD
CORP 27	To promote skills development in line with relevant legislation	Human Resources	Human Resources Development	134	Implement Workplace Skills Plan	R 1 247 203	No. of training programs implemented / facilitated/co-ordinated	Quarterly		Attendance Register / Certificates/ certificates of competence	3	10	3	3	3	10	3	16	9 In terms of WSP, 7 additional		Divisional Head : HRD
CORP 28	To promote skills development in line with relevant legislation	Human Resources	Human Resources Development	134	Skills Audit	None	Obtain Skills Audit report from COGTA	Quarterly		Correspondence sent to COGTA requesting report	Request skills audit from SP appointed by COGTA	Skills Audit complete, awaiting report from COGTA	Submit report received from SP to Manco	No report submitted		Training postponed to Q4 by Cogta	Training attended in April 2011		Process determined by COGTA - as per recommended corrective action in Q3	Adressed in 2011/2012 SDBIP's	Divisional Head : HRD

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CORP 29	To promote skills development in line with relevant legislation	Human Resources	Human Resources Development		To ensure compliance with minimum competency levels regulations	See WSP	Progress made with the implementation of procedures to ensure compliance	Quarterly		Correspondence	Establish committee	Committee established - project taken over by legal services	ID effected employees and conduct Skills Audit	Not applicable	Advertise for SP to assess all effected employees	Item submitted to Manco - resolved to use UP as SP - awaiting approval from MM	Appoint SP and initiate RPL process	Service provider appointed - training scheduled to start in August 2011	As per recommended corrective action in Q3		Divisional Head : HRD
CORP 30	To promote skills development in line with relevant legislation	Human Resources	Human Resources Development		Implementatio n of formal induction programme	None	Progress made with the implementation of a formal induction programme	Quarterly		Correspondence	Research formal induction programmes	Draft induction programme forwarded to Director : HR	Design formal induction programme	Induction Programme circulated for general comments	Approve implementation programme	Comments received from employees via e-mail	Implement formal induction programme	16 Information sessions held	As per recommended corrective action in Q3	Addressed in 2011/2012 SDBIP's	Divisional Head : HRD
CORP 31	To promote skills development in line with relevant legislation	Human Resources	Human Resources Development		Workshop target stakeholders on all current HR policies	None	No of presentations held	Quarterly		Correspondence sent out re information sessions	ID presenters and relevant policies	4	2	1	2	3	2	4	Leave presentations		Divisional Head : HRD
CORP 34	To render a workstudy service to the Municipality	Human Resources	O & M		To set up fully fledged O & M unit		Appointment of staff and provision of facilities	Annually		Correspondence		Motivation submitted for filling of vacancies - posts advertised	Fund sourcing	Panelmembers approved by MM - shortlisting to be done in February		Interviews arranged for 01 April 2011	Advertise, appoint staff and provide facilities	Three new staff members appointed			Divisional Head : O & M
CORP 35	To render a workstudy service to the Municipality	Human Resources	O & M		Provision of professional advice to management to ensure optimal usage of resources		Critical posts identified and submitted to MM	Bi-annual		Reports and minutes			2	0		See Corp 21	2	0	See Corp 21		Divisional Head : O & M

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CORP 36	Occupational Health & Safety	Human Resources	Occupational Health & Safety	130	To promote a healthy and safe working environment, developing in best practices in occupational health and safety and the elimination of incidents and fatalities in the workplace		Compliance with the OHS legislation for appointment of safety representatives by 1 February 2011	Annually		Letters of appointments/ Memo/Records				N/A	Appointment of Safety representatives by 01 February 2011	No final appointments of safety reps.		N/A	NOTHING SUBMITTED BY SAFETY OFFICER		Safety Officer
CORP 37	Occupational Health & Safety	Human Resources	Occupational Health & Safety	130	To promote a healthy and safe working environment, developing in best practices in occupational health and safety and the elimination of incidents and fatalities in the workplace		Number of staff attending formal safety training	Bi-annual	50%	Attendance Registers		0	50%	N/A		No training - due to safety reps not elected / finalized	50%		NOTHING SUBMITTED BY SAFETY OFFICER		Safety Officer
CORP 38	Occupational Health & Safety	Human Resources	Occupational Health & Safety	130	To promote a healthy and safe working environment, developing in best practices in occupational health and safety and the elimination of incidents and fatalities in the workplace		%age of Safety issues addressed by safety committee (resolved)	Quarterly	50%	Register	50%	70%	50%	55%	50%	56%		50%	NOTHING SUBMITTED BY SAFETY OFFICER		Safety Officer

NEWCASTLE MUNICIPALITY
CAPITAL STATUS REPORT AS AT 30 JUNE 2011
COMMUNITY SERVICES

COST CENTRE	VOTE NUMBER	VOTE DESCRIPTION	ORIGINAL BUDGET	ADJUSTED BUDGET	YTD ACTUAL	% SPENT	PROPOSED ROLL-OVER	PROJECT STATUS	REASONS FOR VARIANCE /ROLL-OVER
270	070270000921	PRINTER	-	1 650.00	804.60	49%		Completed	
270	070270001121	COMPUTER	-	8 280.00	6 498.00	78%		Completed	
270	070270005421	SCANNER	-	2 020.00	1 283.54	64%		Completed	
270	070270010121	MOBILE/SATELITE LIBRARY	500 000.00	500 000.00	328 114.04	66%	Yes	Funding not sufficient for mobile library. Vehicle for library services was purchased. Savings in the amount of R171 885 effected. Roll over requested.	With savings effected the possibility of establishing a Library in Ngagane receiving attention. (to be established during 2011/2012).
270	070270024321	UPGRADE CHARLESTOWN HALL					Duplicated.		
270	070270025221	RECAPITALISATION OF LIBRARIES	285 000.00	285 000.00	-	0%	Not applicable.	Operational expenditure.	Memo forwarded to SED:BTO to request reallocation of funding to the Operational Budget.
266	070266040121	FIRE FIGHTING VEHICLE	-	1 000 000.00	877 300.00	88%		Awaiting Delivery of Vehicle	
262	070262006621	MACHINE SHREDDER	-	1 600.00	-	0%	Yes		
144	070144040821	CONCRETE MIXER	-	6 000.00	5 848.86	97%	No	Completed	
144	070144040921	STAINLESS STEEL TRAY	-	3 000.00	2 972.95	99%	No	Completed	
146	070146039621	PUBLIC ABLUTION FACILITY	-	550 000.00	3 134.42	1%	Yes	Project delegated to Technical Services. Delay in implementing the Project	Roll over in the amount of R170 000 requested. Matter was discussed with Act SED:CS. Funding to be appropriated towards the replacement of the obsolete air-conditioning unit at NWC Library.
222	070222000121	CABINET - FILING	-	4 234.00	4 218.00	100%		Completed	
222	070222000221		-	3 246.00	2 964.00	91%		Completed	
222	070222000421	CHAIR - VISITORS	-	3 595.00	3 020.55	84%		Completed	
222	070222000521	DESK	-	9 091.00	9 075.12	100%		Completed	
222	070222000921	PRINTER	-	4 150.00	2 515.12	61%		Completed	
222	070222001121	COMPUTER	-	32 000.00	26 789.47	84%		Completed	
222	070222002121	STOVE	-	4 000.00	3 304.60	83%		Completed	
222	070222002621	SHELF BOOK	-	1 747.00	1 731.65	99%		Completed	
222	070222002821	SHELVES INDUSTRIAL	-	860.00	844.30	98%		Completed	
222	070222004321	CREDENZA	-	4 931.00	4 311.05	87%		Completed	

NEWCASTLE MUNICIPALITY
CAPITAL STATUS REPORT AS AT 30 JUNE 2011
COMMUNITY SERVICES

COST CENTRE	VOTE NUMBER	VOTE DESCRIPTION	ORIGINAL BUDGET	ADJUSTED BUDGET	YTD ACTUAL	% SPENT	PROPOSED ROLL-OVER	PROJECT STATUS	REASONS FOR VARIANCE /ROLL-OVER
222	070222004521	RADIO PORTABLE	42 000.00	42 000.00	34 960.00	83%		Completed	
222	070222009221	CUPBOARD WOOD	-	4 086.00	3 570.49	87%		Completed	
222	070222009911	SITE LANDFILL	15 000 000.00	1 417 518.00	67 166.00	5%	Yes	Ongoing	Multi Year Project
222	070222009951	SITE LANDFILL	-	81 950.00	-	0%	Yes	Ongoing	Multi Year Project
222	070222022021	PEDESTALS	-	2 520.00	2 280.00	90%		Completed	
222	070222023521	CHEMICAL STORAGE	30 000.00	30 000.00	25 899.68	86%		Completed	
222	070222034021	CONTAINERS REFUSE BULK	1 000 000.00	1 000 000.00	880 351.75	88%			
222	070222034051	CONTAINERS REFUSE BULK	-	18 734.00	-	0%			
222	070222034521	PURCHASE SKIP TRUCK	850 000.00	850 000.00	743 827.66	88%	Yes	Completed	Savings to be utilised
222	070222034621	GRADER WITH FITTED GRAB	1 500 000.00	1 942 000.00	1 703 000.00	88%		Completed	
236	070236035121	REFUSE COMPACTOR TRUCK	2 000 000.00	1 123 892.00	985 870.00	88%	Yes	Completed	Savings to be utilised
236	070236036421	SKIP LOADING TRUCK	-	876 108.00	634 947.86	72%			
268	070268004521	RADIO PORTABLE	70 000.00	85 000.00	74 306.08	87%		Completed	
268	070268024621	ROAD MARKING MACHINE							
268	070268025421	ACCESS CONTROL PRINTER	-	19 100.00	16 633.00	87%		Completed	
268	070268034921	ROAD BLOCK TRAILER							
268	070268035021	POUND VEHICLE							
268	070268040121	FIRE FIGHTING VEHICLE							
268	070268040521	WARNING DEVICES: SIRENS							
268	070268040621	METAL DETECTORS	100 000.00	69 100.00	69 083.26	100%		Completed	
268	070268040721	FIRE ARMS	120 000.00	120 000.00	105 184.21	88%		Completed	
221	070221041021	TRI-CYCLE CONTAINER	3 000.00	3 000.00	2 631.57	88%		Completed	
264	070264001121	COMPUTER	-	20 350.00	-	0%		Completed	
264	070264011321	COMPUTER LAPTOP	-	9 220.00	-	0%		Completed	
264	070264022621	OFFICE ACCOMMODATION	-	88 492.00	20 000.00	23%	Yes	To be completed by December 2011	

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COMMUNITY SERVICES

COST CENTRE	VOTE NUMBER	VOTE DESCRIPTION	ORIGINAL BUDGET	ADJUSTED BUDGET	YTD ACTUAL	% SPENT	PROPOSED ROLL-OVER	PROJECT STATUS	REASONS FOR VARIANCE /ROLL-OVER
264	070264024621	ROAD MARKING MACHINE	-	50 000.00	41 666.67	83%		Completed	
264	070264025021	FURNITURE AND EQUIPMENT	-	139 230.00	31 883.19	23%	Yes	Awaiting individual cost centres for the various furniture and equipment	
264	070264029321	TRAFFIC CALMING DEVICE	600 000.00	946 524.00	1 076 080.60	114%		Completed	
264	070264034921	ROAD BLOCK TRAILER	-	105 678.00	90 055.20	85%		Completed	
264	070264035021	POUND VEHICLE	-	220 430.00	174 730.60	79%		Finalised	
264	070264039621	ALCOHOL SCREENING DEVICE	-	20 000.00	17 490.00	87%		Completed	
264	070264040521	WARNING DEVICES: SIRENS	-	122 500.00	106 890.94	87%		Completed	
125	070125039321	UPGRADE AIRPORT	100 000.00	100 000.00	1 534.25	2%	Yes	Bid 225/2011 submitted to BEC on 6 June 2011. Project delegated to Technical Services during May 2010.	Awaiting resolution of BEC Committee.
122	070122002911	ART WORKS	-	528.00	-	0%	?	?	
122	070122002921	ART WORKS	30 000.00	30 000.00	28 676.84	96%	No	R29 807 spent. Project completed.	
122	070122003221	BUILDING IMPROVEMENTS	120 000.00	120 000.00	-	0%	Yes	Incorrectly allocated to cost centre "Art Gallery". Should be allocated to "Extension of toilets & kitchen Madadeni Hall". Project funded from Operational Budget, savings was therefore effected.	Roll over requested, funding to be appropriated towards the replacement of obsolete air-conditioning unit NWC Library.
122	070122009121	CAMERA	-	1 550.00	945.96	61%	No	Broken camera replaced.	
400	070400026521	ELECTRONIC BURIAL REGISTER	200 000.00	200 000.00	191 035.09	96%	None		
400	070400030111	CEMETERY	-	158 445.00	107 006.47	68%	None		
400	070400030121	CEMETERY	-	1 498 179.00	1 425 081.57	95%	None		
400	070400039521	CEMETERY IDENTIFICATION	500 000.00	450 000.00	196 528.60	44%	253 471.40	60 % COMPLETE	SPECIALIST STUDIES TO BE PERFORMED.
408	070408024221	UPGRADE CEMETERY: MAD SECT 1	2 000 000.00	2 000 000.00	1 786 873.67	89%	213 126.33	80 % COMPLETE	PENDING INVOICE

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COMMUNITY SERVICES

COST CENTRE	VOTE NUMBER	VOTE DESCRIPTION	ORIGINAL BUDGET	ADJUSTED BUDGET	YTD ACTUAL	% SPENT	PROPOSED ROLL-OVER	PROJECT STATUS	REASONS FOR VARIANCE /ROLL-OVER
128	070128024321	UPGRADE CHARLESTOWN HALL	-	500 000.00	300 000.00	60%	Yes	Project delegated to Technical Services during May 2010. Consultants appointed and investigation done.	Roll over in the amount of R170 000 requested. Funding to be appropriated towards the replacement of the obsolete air-conditioning unit at NWC Library.
108	070108001621	CAR PORTS	72 000.00	72 000.00	-	0%	Yes	Mr Ngobese (11/07/2011) bid was advertised during June 2011.	Bid to be adjudicated during 2011/2012.
403	070403001121	COMPUTER	-	8 280.00	6 498.00	78%			
403	070403011321	COMPUTER LAPTOP	-	12 000.00	8 876.05	74%			
403	070403023621	UPGRADE PHELANDABA SPORTSFIELD	2 000 000.00	2 000 000.00	852 461.76	43%			
403	070403023721	BLAAUWBOSCH SPORTSFIELDS	500 000.00	-	52 516.00	#DIV/0!			
403	070403024521	PRO-CUT MOWERS	-	230 000.00	-	0%	230 000.00	AWAITING SCM TO ADVERTISE BID	BID DELAYED BY SCM
403	070403039621	PUBLIC ABLUTION FACILITY	550 000.00	-	-				
403	070403039721	RE-SURFACE TENNIS COURTS	500 000.00	358 000.00	-	0%	358 000.00	AWAITING CONTRACTOR TO START WORK	BID DELAYED BY SCM
403	070403040321	PLAYGROUND EQUIPMENT	-	18 984.00	-	0%	None		
403	070403040821	CONCRETE MIXER							
403	070403040921	STAINLESS STEEL TRAY							
416	070416024021	PURCHASE OF SPORTSFIELD - INGA	1 500 000.00	1 500 000.00	1 400 000.00	93%			
407	070407023821	UPGRADE PLAY PARKS	1 500 000.00	1 500 000.00	817 511.86	55%	682 488.14	PROJECT 40% COMPLETE	BID DELAYED BY SCM
407	070407023921	ESTABLISHMENT OF NEW PLAY PARK	1 000 000.00	1 000 000.00	79 000.00	8%	921 000.00	PROJECT 40% COMPLETE	BID DELAYED BY SCM
407	070407024721	PURCHASE OF NEW MACHINERY							
415	070415023651	UPGRADE PHELANDABA SPORTSFIELD	-	1 261 568.00	387 624.00	31%			
415	070415023721	BLAAUWBOSCH SPORTSFIELDS	-	500 000.00	-	0%			

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CAPITAL STATUS REPORT AS AT 30 JUNE 2011
COMMUNITY SERVICES

COST CENTRE	VOTE NUMBER	VOTE DESCRIPTION	ORIGINAL BUDGET	ADJUSTED BUDGET	YTD ACTUAL	% SPENT	PROPOSED ROLL-OVER	PROJECT STATUS	REASONS FOR VARIANCE /ROLL-OVER
431	070431024121	OSIZWENI STADIUM	1 000 000.00	1 000 000.00	583 302.24	58%	416 697.76	45% COMPLTE	BID HANDLED BY THE PMU UNIT
			33 672 000.00	26 352 370.00	16 418 711.39	62%			

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CAPITAL STATUS REPORT AS AT 30 JUNE 2011
DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS

DIRECTORATE	COST CENTRE	VOTE NUMBER	VOTE DESCRIPTION	ORIGINAL BUDGET	ADJUSTED BUDGET	YTD ACTUAL	% SPENT	PROPOSED ROLL-OVER	PROJECT STATUS	REASONS FOR VARIANCE / ROLL-OVER
ECONOMIC DEVELOPMENT	121	070121000221		-	14 250.00	6 270.58	44%			
ECONOMIC DEVELOPMENT	121	070121000421	CHAIR - VISITORS	-	6 750.00	5 913.00	88%			
ECONOMIC DEVELOPMENT	121	070121002621	BOOK CASE	-	15 000.00	13 151.16	88%			
ECONOMIC DEVELOPMENT	121	070121010321	POVERTY ALLEVIATION	2 500 000.00	2 500 000.00	1 815 042.08	73%			
ECONOMIC DEVELOPMENT	121	070121011322	LAPTOP	-	18 000.00	15 789.48	88%			
ECONOMIC DEVELOPMENT	121	070121018821	L COMBO DESK CREDENZA	-	39 000.00	34 020.00	87%			
ECONOMIC DEVELOPMENT	121	070121039221	HAWKER STANDS	500 000.00	500 000.00	443 913.45	89%			
HOUSING & LAND	123	070123000121	UNFORESEEN PURCHASES	-	695 385.00	-	0%	R 695 400.00		Due to difficulties in negotiating processes some purchases could not be finalized within this financial year
HOUSING & LAND	123	070123000221		-	13 500.00	11 777.00	87%		complete	
HOUSING & LAND	123	070123000222	CHAIR	-	1 805.00	1 567.50	87%		complete	
HOUSING & LAND	123	070123000421	VISITORS CHAIR	-	22 500.00	19 720.00	88%		complete	
HOUSING & LAND	123	070123000521	DESK	-	10 000.00	5 900.00	59%		complete	
HOUSING & LAND	123	070123000821	TABLE COFEE	-	2 100.00	1 830.00	87%		complete	
HOUSING & LAND	123	070123000922	PRINTER	-	10 000.00	8 168.85	82%		complete	
HOUSING & LAND	123	070123001121	COMPUTER	-	20 500.00	16 960.54	83%		complete	
HOUSING & LAND	123	070123002621	BOOK CASE	-	3 800.00	3 312.00	87%		complete	
HOUSING & LAND	123	070123003921	ENTRANCE - HANDICAPPED	-	2 168.00	-	0%			
HOUSING & LAND	123	070123004321	CREDENZA	-	6 000.00	5 231.90	87%		complete	
HOUSING & LAND	123	070123006621	LADDER	-	800.00	684.40	86%		complete	
HOUSING & LAND	123	070123011322	LAPTOP	-	23 500.00	20 586.88	88%		complete	
HOUSING & LAND	123	070123014021	CONFERENCE TABLE	-	21 216.00	18 500.00	87%		complete	
HOUSING & LAND	123	070123018821	L COMBO DESK CREDENZA	-	104 988.00	44 673.54	43%		complete	
HOUSING & LAND	123	070123023121	UPGRADE JAKARANDA FLATS	500 000.00	1 049 952.00	274 497.93	26%	R 775,450.00	Contractor will only receive handover of site on 18/07/2011	letters of appointment not signed by the MM
HOUSING & LAND	123	070123035721	PORTION 12 BLAauboschl NO 8892	-	134 409.00	134 292.50	100%		Conveyancer attending to transfers	
HOUSING & LAND	123	070123035821	PORTION 49 BLAAUWBOSCHL 8892	-	64 122.00	64 121.20	100%		Conveyancer attending to transfers	
HOUSING & LAND	123	070123035921	PORTION 47 BLAAUWBOSCHL 8892	-	73 069.00	73 069.00	100%		Conveyancer attending to transfers	
HOUSING & LAND	123	070123036021	PORTION 58 BLAauboschl NO 8892	-	132 083.00	132 082.80	100%		Conveyancer attending to transfers	
HOUSING & LAND	123	070123036121	PORTION 62 BLAAWBOSCHL NO 8892	-	66 183.00	66 182.20	100%		Conveyancer attending to transfers	
HOUSING & LAND	123	070123036321	PORTION OF ROYPOINT FARM NO. 2	-	741 892.00	-	0%		order cancelled	
HOUSING & LAND	123	070123036421	PORTION 22(OF 15) OF R/POINT F	-	850 016.00	845 741.38	99%		Conveyancer attending to transfers	
HOUSING & LAND	123	070123053321	PROVISION OF INFRASTRUCTURE	5 000 000.00	7 730 277.00	1 651 673.04	21%	R5,746,850.00		Dept. was informed by the department of Infrastructure that the country is experiencing a serious shortage of bitumen.
TOWN PLANNING	161	070161000121	FILING SYSTEM	-	66 000.00	60 567.30	92%	-	Complete	
TOWN PLANNING	161	070161000221		-	12 000.00	12 120.28	101%	-	Complete	
TOWN PLANNING	161	070161000321	LANDSCAPING MADADENI	200 000.00	200 000.00	-	0%	-	Has not started	Not enough funds to start the project
TOWN PLANNING	161	070161000352	LANDSCAPING MADADENI	-	1 634 263.00	919 168.93	56%	-	Complete	
TOWN PLANNING	161	070161000421	CHAIR - VISITORS	-	18 820.00	14 495.08	77%	-	Complete	

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DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS

DIRECTORATE	COST CENTRE	VOTE NUMBER	VOTE DESCRIPTION	ORIGINAL BUDGET	ADJUSTED BUDGET	YTD ACTUAL	% SPENT	PROPOSED ROLL-OVER	PROJECT STATUS	REASONS FOR VARIANCE / ROLL-OVER
TOWN PLANNING	161	070161000521	LANDSCAPING OSIZWENI	200 000.00	200 000.00	12 107.14	6%	-	Has not started	Not enough funds to start the project
TOWN PLANNING	161	070161000552	LANDSCAPING OSIZWENI	-	1 607 284.00	1 084 498.94	67%	-	Complete	
TOWN PLANNING	161	070161000821	COFFEE TABLE	-	3 600.00	900.00	25%	-	Complete	
TOWN PLANNING	161	070161000921	PRINTER	-	6 700.00	3 114.03	46%	-	Complete	
TOWN PLANNING	161	070161001121	COMPUTER	-	24 000.00	20 918.92	87%	-	Complete	
TOWN PLANNING	161	070161003421	FRIDGE	-	3 500.00	2 894.74	83%	-	Complete	
TOWN PLANNING	161	070161004321	CREDENZA	-	7 750.00	6 775.97	87%	-	Complete	
TOWN PLANNING	161	070161005851	BRICK MANUFACTURING YARD	-	37 079.00	-	0%	-	Project did not start	Project not funded in 2010/2011
TOWN PLANNING	161	070161006221	MICROWAVE	-	1 300.00	-	0%	-	Complete	
TOWN PLANNING	161	070161007621	MICROWAVE	-	1 300.00	876.32	67%	-	Complete	
TOWN PLANNING	161	070161011321	COMPUTER LAPTOP	-	29 787.00	7 550.49	25%	-	Complete	
TOWN PLANNING	161	070161011822	COUCHES	-	11 420.00	10 000.00	88%	-	Complete	
TOWN PLANNING	161	070161012421	ROUND TABLE	-	9 590.00	8 400.00	88%	-	Complete	
TOWN PLANNING	161	070161013021	CABINET PLAN FILE	-	91 000.00	79 671.87	88%	-	Complete	
TOWN PLANNING	161	070161015821	DIGITAL CAMERA	-	2 000.00	1 999.00	100%	-	Complete	
TOWN PLANNING	161	070161015822	DIGITAL CAMERA	-	2 000.00	-	0%	-	Complete	
TOWN PLANNING	161	070161017621	WALL UNIT	-	9 640.00	7 500.00	78%	-	Complete	
TOWN PLANNING	161	070161018421	RECEPTIONIST DESK	-	15 300.00	16 121.03	105%	-	Complete	
TOWN PLANNING	161	070161018821	L COMBO DESK CREDENZA	-	35 800.00	31 084.03	87%		Completed	
TOWN PLANNING	161	070161024851	URBAN REN: TOWNSH REGEN STRAT	15 000 000.00	5 262 000.00	2 572 955.75	49%	2 689 044.25	Project in progress	Project end date is August 2011
TOWN PLANNING	161	070161034421	URBAN RENEWAL	-	24 545.00	-	0%	-	-	
TOWN PLANNING	161	070161039421	JBC FARMS LAYOUT PLANNING	500 000.00	500 000.00	344 430.66	69%		Complete	Project is complete and the memorandum is to be forwarded to the Department on the 14th of July 2011.
TOWN PLANNING	161	070161042321	PLOTTER	-	46 749.00	40 570.00	87%		Complete	
TOWN PLANNING	161	070161065021	TRANSFORMER	35 000.00	-	-			Complete	
TOTAL PLANNING & DEVELOPMENT				24 435 000.00	24 736 692.00	10 993 392.89	44%			

NEWCASTLE MUNICIPALITY
CAPITAL STATUS AS AT 30 JUNE 2011
TECHNICAL SERVICES

DIRECTORATE	COST CENTRE	VOTE DESCRIPTION	ORIGINAL BUDGET	ADJUSTED BUDGET	YTD ACTUAL	% SPENT	PROPOSED ROLL-OVER	PROJECT STATUS	REASONS FOR VARIANCE /ROLL-OVER
INFRASTRUCTURE CIVIL	163	DESK	-	8 968.00	7 300.00	81%			
INFRASTRUCTURE CIVIL	163	RECORDER CASSETTE	-	3 050.00	2 421.05	79%			
INFRASTRUCTURE CIVIL	163	FRIDGE	-	3 015.00	2 499.00	83%			
INFRASTRUCTURE CIVIL	163	CREDENZA	-	4 617.00	4 616.50	100%			
INFRASTRUCTURE CIVIL	163	WALL UNIT	-	30 607.00	29 496.19	96%			
INFRASTRUCTURE CIVIL	163	CONTRIBUTIONS TOWNSHIP DEVELOP	-	87 973.00	87 972.35	100%			
INFRASTRUCTURE CIVIL	150		-	4 000.00	2 951.51	74%			
INFRASTRUCTURE CIVIL	150	CHAIR - VISITORS	-	30 000.00	22 500.00	75%			
INFRASTRUCTURE CIVIL	150	DESK	-	40 000.00	16 332.26	41%			
INFRASTRUCTURE CIVIL	150	PRINTER	-	4 000.00	2 763.16	69%			
INFRASTRUCTURE CIVIL	150	COMPUTER	-	36 000.00	31 359.65	87%			
INFRASTRUCTURE CIVIL	150	WHEEL MEASURING	-	4 000.00	-	0%			
INFRASTRUCTURE CIVIL	150	MACHINE SHREDDER	-	10 515.00	-	0%			
INFRASTRUCTURE CIVIL	150	PMU	-	783 863.00	-	0%			
INFRASTRUCTURE CIVIL	150	CAPITAL PROJECT MANAGEMENT	-	-	4 981 883.96	#DIV/0!			
INFRASTRUCTURE CIVIL	150	COMPUTOR - LAPTOP	-	15 000.00	10 964.91	73%			
INFRASTRUCTURE CIVIL	150	CIVIL DESIGN SOFTWARE	-	336 100.00	262 577.19	78%			
INFRASTRUCTURE CIVIL	150	TABLE CONFERENCE	-	20 000.00	14 800.00	74%			
INFRASTRUCTURE CIVIL	150	CAMERA DIGITAL	-	3 500.00	2 824.56	81%			
INFRASTRUCTURE CIVIL	150	DESK - EXECUTIVE	-	20 000.00	14 900.00	75%			
INFRASTRUCTURE CIVIL	150	DIGITAL PROJECTOR	-	5 500.00	4 802.63	87%			
INFRASTRUCTURE CIVIL	150	BAKKIE 1400	-	130 000.00	87 956.35	68%			
INFRASTRUCTURE CIVIL	150	CONTRIBUTIONS TOWNSHIP DEVELOP	-	100 290.00	87 972.35	88%			
INFRASTRUCTURE CIVIL	150	CONTRIBUTIONS TOWNSHIP DEVELOP	-	100 290.00	100 286.24	100%			
INFRASTRUCTURE CIVIL	150	CONTRIBUTIONS TOWNSHIP DEVELOP	-	87 973.00	87 972.35	100%			
INFRASTRUCTURE CIVIL	170	RADIO PORTABLE	70 000.00	70 000.00	67 751.00	97%			
INFRASTRUCTURE CIVIL	170	STORMWATER PIPING	-	56 387.00	-	0%		Funds were exhausted,more monies required for the extension of the box culvert.	Funds required to complete the project.
INFRASTRUCTURE CIVIL	170	REHABILITATION OF FARADAY STR	5 000 000.00	5 058 699.00	4 415 237.45	87%		The project is 70% complete,the project to be completed end of October 2011.	Funds required to complete the project.
INFRASTRUCTURE CIVIL	170	REHABILITATION OF HARDWICK ST	5 000 000.00	5 123 642.00	4 191 668.99	82%		The project is 60% complete,the project to be completed end of October 2011.	Funds required to complete the project.
INFRASTRUCTURE CIVIL	170	REHABILITATION OF DONGA	250 000.00	250 000.00	220 181.00	88%		The funds were all spent by purchasing the material.	Funds required to complete the project.

NEWCASTLE MUNICIPALITY
CAPITAL STATUS AS AT 30 JUNE 2011
TECHNICAL SERVICES

DIRECTORATE	COST CENTRE	VOTE DESCRIPTION	ORIGINAL BUDGET	ADJUSTED BUDGET	YTD ACTUAL	% SPENT	PROPOSED ROLL-OVER	PROJECT STATUS	REASONS FOR VARIANCE /ROLL-OVER
INFRASTRUCTURE CIVIL	170	WIDENING OF JENKYN/KIRKLAND ST	180 000.00	180 000.00	88 348.76	49%		The layers are all completed,completion delayed due to unavailability of asphalts in South Africa.	Funds required to complete the project.
INFRASTRUCTURE CIVIL	170	SLIPWAY: BOUNDARY ST DOMINICS	220 000.00	220 000.00	-	0%		Project on design stage.	Unforeseen underground services delay the implementation of the project.
INFRASTRUCTURE CIVIL	170	SLIPWAY: ST DOMINICS/KIRKLAND	220 000.00	220 000.00	111 095.81	50%		The layers are all completed,completion delayed due to unavailability of asphalts in South Africa.	Funds required to complete the project.
INFRASTRUCTURE CIVIL	170	INTERSECTION ON ALLEN STREET	1 000 000.00	200 000.00	184 406.04	92%		Funds were used for planning,monies to be roll over for construction.	Funds required to complete the project.
INFRASTRUCTURE CIVIL	170	IMPR PEDESTR WALKWAY CBD/CENTR	300 000.00	300 000.00	264 563.50	88%		Project is practical completed.	Funds to be used on other projects.
INFRASTRUCTURE CIVIL	170	PEDESTRIAN WALKWAYS NEWCASTLE	800 000.00	300 000.00	737 434.71	246%		Project is practical completed.	
INFRASTRUCTURE CIVIL	170	AMANANT PARKING	550 000.00	550 000.00	190 634.58	35%		The layers are all completed,completion delayed due to unavailability of asphalts in South Africa.	
INFRASTRUCTURE CIVIL	170	HOSPITAL STREET SIDEWALK	300 000.00	300 000.00	283 587.52	95%		Project is practical completed.	Funds to be used on other projects.
INFRASTRUCTURE CIVIL	170	VICTORIA ROAD SIDEWALK	130 000.00	130 000.00	120 373.67	93%		Project is practical completed.	Funds to be used on other projects.
INFRASTRUCTURE CIVIL	170	SURYAVILLE TEMPE SIDEWALK	120 000.00	120 000.00	117 786.95	98%		Project is practical completed.	Funds to be used on other projects.
INFRASTRUCTURE CIVIL	170	NIGHTINGALE ROAD AND PARKING	400 000.00	400 000.00	340 548.74	85%		The layers are all completed,completion delayed due to unavailability of asphalts in South Africa.	Funds to be used to finish the surfacing.
INFRASTRUCTURE CIVIL	170	STORMWATER MGNT: PANORAMA DRIV	1 000 000.00	1 000 000.00	731 916.40	73%		The project is practical completed,the multi year project will be continuing on the 2011/2012 financial year.	First phase completed,funds to be used on other phases.
INFRASTRUCTURE CIVIL	170	REHABILITATION OF JENKYN STR	400 000.00	400 000.00	-	0%		The planning stage is on going.	Funds are required for construction.
INFRASTRUCTURE CIVIL	170	RECONSTR ROYPOINT CEMETERY RD	600 000.00	600 000.00	386 433.87	64%		Funds were used for the designs,more funds required for construction.	
INFRASTRUCTURE CIVIL	170	COMPLETION TOUCHAN PL CIRCLE	180 000.00	180 000.00	174 469.39	97%		The layers are all completed,completion delayed due to unavailability of asphalts in South Africa.	Funds to be used to finish the surfacing.
INFRASTRUCTURE CIVIL	170	MOTOR GRADER	-	1 941 460.00	16.00	0%			

NEWCASTLE MUNICIPALITY
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DIRECTORATE	COST CENTRE	VOTE DESCRIPTION	ORIGINAL BUDGET	ADJUSTED BUDGET	YTD ACTUAL	% SPENT	PROPOSED ROLL-OVER	PROJECT STATUS	REASONS FOR VARIANCE /ROLL-OVER
INFRASTRUCTURE CIVIL	170	STORMWATER DRAINAGE	-	618 701.00	142 034.21	23%			
INFRASTRUCTURE CIVIL	170	SIGNS TRAFFIC	50 000.00	50 000.00	41 373.00	83%			
INFRASTRUCTURE CIVIL	170	TIP TRICK WITH CRANE	-	962 722.00	726 731.32	75%			
INFRASTRUCTURE CIVIL	173	MADADENI ACCESS ROAD	-	77 325.00	-	0%		Project is practical completed,funds to be utilised on phase 2 construction.	Funds required for phase 2.
INFRASTRUCTURE CIVIL	173	MADADENI ACCESS ROAD	-	3 402 480.00	1 886 235.65	55%		Project is practical completed,funds to be utilised on phase 2 construction.	Funds required for phase 2.
INFRASTRUCTURE CIVIL	173	URBAN ACCESS ROAD	-	9 868 910.00	8 554 665.50	87%		Project is practical completed,funds to be utilised on phase 2 construction.	Funds required for phase 2.
INFRASTRUCTURE CIVIL	173	MADADENI/JOHNSTOWN LINK ROAD	5 097 500.00	5 540 000.00	4 064 232.04	73%		The project is 50% completed,funds to be used for the completion of the project.	
INFRASTRUCTURE CIVIL	173	JR1 ACCESS ROAD	-	7 072 867.00	6 195 560.53	88%		The project is 80% completed,one kilometre has been surfaced.	Funds required for the completion of the surfacing.
INFRASTRUCTURE CIVIL	173	JR2 ACCESS ROAD	-	17 066.00	-	0%		Project is ongoing,funds required for completion of the project.	
INFRASTRUCTURE CIVIL	173	JR2 ACCESS ROAD	-	93 346.00	86 511.82	93%		Project is ongoing,funds required for completion of the project.	
INFRASTRUCTURE CIVIL	173	JR 4	-	2 782 446.00	2 356 009.55	85%		The project is 80% completed,to do the surfacing and the project to be completed by the end of August 2011.	Funds required for the completion of the project.
INFRASTRUCTURE CIVIL	173	BRIDGE ASIPHEPHE	-	8 395 649.00	420 014.09	5%		The project is practical completed,the backfill on the Earstern abutment and surfacing to completed by the end September 2011.	Funds required for the completion of the project.
INFRASTRUCTURE CIVIL	173	BRIDGE ASIPHEPHE	-	6 107 558.00	12 385 482.80	203%		The project is practical completed,the backfill on the Earstern abutment and surfacing to completed by the end September 2011.	
INFRASTRUCTURE CIVIL	173	MADADENI ACCESS ROAD PHASE II	-	3 523 721.00	-	0%		Procurement of Consultant is on progress,funds will be used for planning and the start of construction.	Funds required for continuing with construction.
INFRASTRUCTURE CIVIL	173	CONTRIBUTIONS TOWNSHIP DEVELOP	-	131 906.00	131 906.00	100%			
INFRASTRUCTURE CIVIL	174	OSIZWENI URBAN ACCESS PHASE II	-	3 895 400.00	9 308 342.28	239%		The multi year project is ongoing.	Funds are required for the completion of this project.

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DIRECTORATE	COST CENTRE	VOTE DESCRIPTION	ORIGINAL BUDGET	ADJUSTED BUDGET	YTD ACTUAL	% SPENT	PROPOSED ROLL-OVER	PROJECT STATUS	REASONS FOR VARIANCE /ROLL-OVER
INFRASTRUCTURE CIVIL	174	URBAN ACCESS ROAD	12 641 644.00	8 912 804.00	3 162 248.49	35%		The multi year project is ongoing.	Funds are required for phase 2 construction.
INFRASTRUCTURE CIVIL	174	ROADS RESEAL	-	3 895 406.00	3 616 215.58	93%		Project is practical completed.	
INFRASTRUCTURE CIVIL	174	DICKS HALT ROADS	-	1 681 345.00	734 550.71	44%		The original project was completed, left funds will be used for the stormwater improvement.	
INFRASTRUCTURE CIVIL	174	MNDOZO TOWNSHIP ROAD	17 266 820.00	-	-	#DIV/0!		Project is practical completed.	
INFRASTRUCTURE CIVIL	172	BR 2 AND BR 3	-	113 930.00	-	0%		Project is practical completed.	
INFRASTRUCTURE CIVIL	172	JR2 ACCESS ROAD	1 000 000.00	200 000.00	305 271.51	153%		Project is practical completed.	
INFRASTRUCTURE CIVIL	172	BR1 PHASE 3	2 000 000.00	300 000.00	1 798 485.77	599%		The project is practical completed.	
INFRASTRUCTURE CIVIL	172	BR1 PHASE 3	-	142 062.00	-	0%		The project is practical completed.	To utilise the funds for construction payment as the contract was more than the available budget.
INFRASTRUCTURE CIVIL	171	LIGHTING HIGH MAST	-	175 208.00	-	0%			
INFRASTRUCTURE CIVIL	171	LIGHTING HIGH MAST	-	1 265 648.00	549 223.57	43%			
INFRASTRUCTURE CIVIL	701	PRINTER	-	12 650.00	10 884.21	86%			
INFRASTRUCTURE CIVIL	701	COMPUTER	-	7 200.00	6 271.93	87%			
INFRASTRUCTURE CIVIL	701	COMPUTER LAPTOP	-	18 000.00	15 175.44	84%			
INFRASTRUCTURE CIVIL	701	DIGITAL CAMERA	-	6 500.00	5 649.12	87%			
INFRASTRUCTURE CIVIL	701	WATER TANKER	-	1 005 770.00	882 225.58	88%			
INFRASTRUCTURE CIVIL	701	CONTRIBUTIONS TOWNSHIP DEVELOP	-	87 973.00	87 972.35	100%			
INFRASTRUCTURE CIVIL	701	CONTRIBUTIONS TOWNSHIP DEVELOP	-	611 804.00	536 652.97	88%			
INFRASTRUCTURE CIVIL	710	WCDM - WATER METERS AND RESTRI	-	5 000 000.00	221 997.54	4%			
INFRASTRUCTURE ELECTR & MECH	602	LIGHTING HIGH MAST	1 800 000.00	1 800 000.00	1 573 295.42	87%			
INFRASTRUCTURE ELECTR & MECH	602	RIVERSIDE UPGRADE 2X20MVA	7 000 000.00	10 245 596.00	8 693 908.09	85%			
INFRASTRUCTURE ELECTR & MECH	602	RIPPLE RELAYS CONV TO FIBRE OP	300 000.00	348 817.00	218 849.11	63%			
INFRASTRUCTURE ELECTR & MECH	602	ELECTRIFICATION BOSSW/CHR DRYC	6 615 000.00	7 358 000.00	4 655 614.17	63%			
INFRASTRUCTURE ELECTR & MECH	602	FEEDER BETW RIVERSIDE/FORMOSA	1 200 000.00	1 200 000.00	1 040 395.28	87%			
INFRASTRUCTURE ELECTR & MECH	602	RADIO PORTABLE	25 000.00	25 000.00	24 051.00	96%			
INFRASTRUCTURE ELECTR & MECH	602	ELECTRICAL - PROTECTION RELAYS	-	56 785.00	-	0%			
INFRASTRUCTURE ELECTR & MECH	602	CONTRIBUTIONS TOWNSHIP DEVELOP	-	141 966.00	141 965.65	100%			

NEWCASTLE MUNICIPALITY
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TECHNICAL SERVICES

DIRECTORATE	COST CENTRE	VOTE DESCRIPTION	ORIGINAL BUDGET	ADJUSTED BUDGET	YTD ACTUAL	% SPENT	PROPOSED ROLL-OVER	PROJECT STATUS	REASONS FOR VARIANCE /ROLL-OVER
INFRASTRUCTURE ELECTR & MECH	602	CONTRIBUTIONS TOWNSHIP DEVELOP	-	141 966.00	141 965.65	100%			
INFRASTRUCTURE ELECTR & MECH	602	CONTRIBUTIONS TOWNSHIP DEVELOP	-	87 973.00	87 972.35	100%			
INFRASTRUCTURE ELECTR & MECH	602	CONTRIBUTIONS TOWNSHIP DEVELOP	-	100 290.00	100 286.24	100%			
INFRASTRUCTURE ELECTR & MECH	602	CONTRIBUTIONS TOWNSHIP DEVELOP	-	507 951.00	507 950.21	100%			
INFRASTRUCTURE ELECTR & MECH	604	BLOCK A AVIARY HILL	-	-	6 040.85	#DIV/0!			
INFRASTRUCTURE ELECTR & MECH	604	BLOCK B SCHUINSHOOGTE	-	-	11 613.11	#DIV/0!			
INFRASTRUCTURE ELECTR & MECH	604	BLOCK C SIGNAL HILL	-	-	20 366.85	#DIV/0!			
INFRASTRUCTURE ELECTR & MECH	604	BLOCK D SUNNY RIDGE	-	-	11 097.79	#DIV/0!			
INFRASTRUCTURE ELECTR & MECH	604	BLOCK E HUTTEN HEIGHTS	-	-	32 521.59	#DIV/0!			
INFRASTRUCTURE ELECTR & MECH	604	BLOCK F PIONEER PARK	-	-	41 699.49	#DIV/0!			
INFRASTRUCTURE ELECTR & MECH	604	BLOCK H AMAJUBA PARK	-	-	19 484.33	#DIV/0!			
INFRASTRUCTURE ELECTR & MECH	604	BLOCK I NCANDU PARK	-	-	1 100.53	#DIV/0!			
INFRASTRUCTURE ELECTR & MECH	604	BLOCK K PARADISE	-	-	18 302.02	#DIV/0!			
INFRASTRUCTURE ELECTR & MECH	604	BLOCK L CBD	-	-	50 059.46	#DIV/0!			
INFRASTRUCTURE ELECTR & MECH	604	BLOCK M INDUSTRIAL AREA	-	-	331 194.52	#DIV/0!			
INFRASTRUCTURE ELECTR & MECH	604	BLOCK N RIVERSIDE	-	-	247 030.36	#DIV/0!			
INFRASTRUCTURE ELECTR & MECH	604	BLOCK O AIRPORT INDUSTR	-	-	436.99	#DIV/0!			
INFRASTRUCTURE ELECTR & MECH	604	BLOCK P CENTRAL	-	-	128 106.08	#DIV/0!			
INFRASTRUCTURE ELECTR & MECH	604	BLOCK Q VLAM	-	-	2 308.76	#DIV/0!			
INFRASTRUCTURE ELECTR & MECH	604	BLOCK R ARBOR PARK	-	-	3 796.35	#DIV/0!			
INFRASTRUCTURE ELECTR & MECH	604	BLOCK T LENNOXTON	-	-	1 211.29	#DIV/0!			
INFRASTRUCTURE ELECTR & MECH	604	BLOCK V SUNSET VIEW	-	-	24 531.06	#DIV/0!			
INFRASTRUCTURE ELECTR & MECH	604	BLOCK W RICHVIEW	-	-	425.30	#DIV/0!			

NEWCASTLE MUNICIPALITY
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TECHNICAL SERVICES

DIRECTORATE	COST CENTRE	VOTE DESCRIPTION	ORIGINAL BUDGET	ADJUSTED BUDGET	YTD ACTUAL	% SPENT	PROPOSED ROLL-OVER	PROJECT STATUS	REASONS FOR VARIANCE /ROLL-OVER
INFRASTRUCTURE ELECTR & MECH	440	KING PIN PRESSOR PUMP	-	1 428.00	-	0%			
TOTAL TECHNICAL SERVICES			71 715 964.00	117 461 618.00	94 863 110.05	81%			

PERFORMANCE OBJECTIVES AND TARGETS FY2012

PERFORMANCE OBJECTIVES AND TARGETS FY2012 : STAKEHOLDER UNDERSTANDING AND SUPPORT

STRATEGIC OBJECTIVES	PERFORMANCE MEASURE / INDICATOR	PERFORMANCE STANDARD / OUTCOME	TARGET
Manage Stakeholder Relations	Number of Meetings	Scheduled meetings (Top Management) with parent municipalities senior officials.	Monthly meetings (12 off per WSA)
	Number of meetings	Scheduled meetings with / presentations to EXCO's of parent municipalities	1 meeting / presentation per WSA
	Number of Meetings	Scheduled meetings with Local Labour Forum.	Quarterly meetings (4 off)

PERFORMANCE OBJECTIVES AND TARGETS FY2012 : CUSTOMER SATISFACTION

STRATEGIC OBJECTIVES	PERFORMANCE MEASURE / INDICATOR	PERFORMANCE STANDARD / OUTCOME	TARGET
Communicate Company Performance to Customers	Published Assessment Report	Publish Mid Year Budget and Performance Assessment	100% Compliance
	Published Assessment Report	Publish End of Year Performance Assessment	100% Compliance
	Approved Service Delivery Standards	Agree (with WSA) Performance Standards for service delivery	Standards approved by WSA's and Board
Ensure That Water and Wastewater Quality Meets Standards	% Compliance with water quality standards	Ensure water quality meets the SANS 241 class 2 standards or better (excluding boreholes not classified as production boreholes)	<u>Newcastle</u> 95% Compliance with class 2. <u>Amajuba</u> 90% Compliance with class 2 <u>uMzinyathi</u> 80% Compliance with class 2
		Ensure that quality of water from non-production boreholes meets the SANS 241 class 2 standards or better	Implement pilot project to assess cost and practical implementation of the monitoring method and success rate.
	% Compliance with effluent quality standards	Ensure that quality of effluent discharged meets general effluent standards	<u>Newcastle</u> 65%Compliance with standard <u>Amajuba</u> 45%Compliance with standard <u>uMzinyathi</u> 50%Compliance with standard
Develop	Alignment of Capex program	Implement Infrastructure Masterplan	WSA's and Board to approve Infrastructure Masterplan.

Comprehensive Plans to Address Supply / Demand Challenges	with approved Infrastructure Masterplan		FY 2013 to FY2017 Capex budget to align with Infrastructure Masterplan.
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PERFORMANCE OBJECTIVES AND TARGETS FY2012 : EMPLOYEE AND LEADERSHIP DEVELOPMENT

STRATEGIC OBJECTIVES	PERFORMANCE MEASURE / INDICATOR	PERFORMANCE STANDARD / OUTCOME	TARGET
Ensure Good Corporate Governance	Risk Assessment Reports	Carry Out organizational and departmental risk assessments	1 organizational risk assessment 1 risk assessment per department
	Disabling Injury Frequency Rate (DIFR)	Reduce occupational injuries	Average DIFR of 2
	Assessment Report on Compliance with MFMA using (clause by clause) score card.	Comply with all requirements of the MFMA except where there is no budget provision (highlighted to Board and WSA's upfront)	100% compliance (measured quarterly) by Q4. 98% compliance on average.
	Assessment Report on Compliance with WSP Agreement using (clause by clause) score card	Comply with all requirements of the WSP Agreement as amended except where there is no budget provision (highlighted to Board and WSA's upfront)	98% compliance (measured quarterly) by Q4. 96% compliance on average.
	Approved Disaster Management Plan	Develop Disaster Management Plans	Submit Disaster Management Plan to Board for approval.
Ensure Operational Competence	Employee job descriptions and evaluations database.	All positions to have up to date approved and evaluated job descriptions	100 % of job descriptions revised and evaluated.
	Training and Development Plans Database	All Employees to have documented training and development plans	100% Compliance
	Performance Evaluation Reports	All MANCO Managers performance to be evaluated	100% Compliance
	Performance Contracts Database	Performance Contracts for all Manco Managers to be in place (signed)	100% Compliance
	Succession Plans Database	Formal Succession Plans To be updated for All Positions on level 8 and above	All updated succession plans (level 8 and above) submitted to HR.
	Signed attendance registers	Inculcate corporate values and code of ethics.	Communicate code of ethics and values to all employees
	Approved implementation plan	Align business systems with IT strategy to improve efficiencies of internal operations	Compile IT Strategy and Master Systems Plan and submit to Board for approval. Leadco to approve implementation plan.

PERFORMANCE OBJECTIVES AND TARGETS FY2012 : OPERATIONAL OPTIMIZATION

STRATEGIC OBJECTIVES	PERFORMANCE MEASURE INDICATOR	PERFORMANCE STANDARD / OUTCOME	TARGET
Ensure Proper Assets Management	Water Balance Reports	Compile monthly reports covering all bulk production and distribution water losses	Monthly water balance reports covering 100% of area (bulk only)
	Assets Management Quarterly Reports	Implement approved assets management strategy	Submit Assets Management Strategy to Board for approval. Leadco to approve implementation plan.

PERFORMANCE OBJECTIVES AND TARGETS FY2012 : FINANCIAL VIABILITY

STRATEGIC OBJECTIVES	PERFORMANCE MEASURE / INDICATOR	PERFORMANCE STANDARD / OUTCOME	TARGET
Ensure the management and compilation of a collective budget process in accordance with MFMA and National Treasury guidelines.	Income and Expenditure Reports	Operating expenditure to be in line with budget	Total expenditure to be between 98% and 100% of budget
	Income and Expenditure Reports	Capital expenditure to be in line with budget	Total expenditure to be between 90% and 100% of budget
	<p>Departmental budget inputs captured.</p> <p>Shareholder IDP input captured into budget plans.</p> <p>Shareholder participation captured into budget plans.</p> <p>Shareholder submission in accordance with MFMA.</p> <p>Shareholder approval in</p>	Collectively compiled and financially viable budgets and plans that meet the service delivery objectives of the Entity and its Shareholders.	Budget Preparation Process To Meet Deadlines As Per MFMA and WSP/WSA Agreement

	accordance with MFMA. Budget capture and readiness captured on financial system.		
Ensure Effective Strategic Financing	Long Term Budget Model.	Compile a balanced long term budget where revenues cover operational costs and reduce the dependence on grants	Submit strategy and plan for approval by WSA's and the Board

PERFORMANCE OBJECTIVES AND TARGETS FY2012 : COMMUNITY SUSTAINABILITY

STRATEGIC OBJECTIVES	PERFORMANCE MEASURE INDICATOR	PERFORMANCE STANDARD / OUTCOME	TARGET
Minimise negative operational impact on the environment	Approved Environmental management policy, procedures and plans	Draft and implement environmental management policy, procedures and plans.	Submit policy to Board for approval. Leadco approves implementation plan.

DELIVERY PROJECTS

UMZINYATHI DISTRICT MUNICIPALITY

1. GENERAL INFORMATION

Project Name: Kranskop – New pond or upgrade and connect to prison WWTW	Programme: Refurbish or upgrade sewage works to meet effluent quality	Project No. 01
Project Budget: R 1,000,000.00	Wards: 5	LM: Umvoti
Strategic Objective: Ensure that water and wastewater demands meet standards	Strategic Outcome: Product quality (Blue & Green Drop Requirements)	

2. OUTCOMES

Strategic Outcome	Target
Product quality (Blue & Green Drop Requirements)	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
A WWTP Meeting Discharge Standards	Formally Table Proposal with Department of Works	Conclude Agreements With Department of Works and WSA	Conclude Works Design and Contract Documentation	Complete Construction and Commission Works	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
1,000,000.00	0		0		150,000		1,000,000		

1. GENERAL INFORMATION

Project Name: Nquthu – Dosing room and system at Bulk reservoirs and pump stations	Programme: Ensure that water quality is maintained throughout distribution and reticulation systems	Project No. 02
Project Budget: R 637,000.00	Wards: 14/13	LM: Nquthu
Strategic Objective: Ensure that water and wastewater quality meets standards	Strategic Outcome: Product quality (Blue & Green Drop Requirements)	

2. OUTCOMES

Strategic Outcome	Target
Product quality (Blue & Green Drop Requirements)	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Chlorine dosing systems commissioned at bulk reservoirs and / pump stations	Assess chlorine dosing requirements to ensure required retic chlorine residuals.	Design dosing systems	Complete Installation	Commission and test dosing systems	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
637,000.00	0		100,000		268,000		269,000		

1. GENERAL INFORMATION

Project Name: Nondweni WTP – Upgrade chlorination Facility	Programme: Ensure that all water treatments meet standards	Project No. 03
Project Budget: R 756,000.00	Wards: 5	LM: Nguthu
Strategic Objective: Ensure that water and wastewater quality meets standards	Strategic Outcome: Product quality (Blue & Green Drop Requirements)	

2. OUTCOMES

Strategic Outcome	Target
Product quality (Blue Drop Requirements)	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Commission new chlorine dosing system that meets water quality needs	Assess chlorination needs	Design System and compile tender documentation	Complete Installation	Commission and test dosing systems	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
756,000.00			56,000		350,000		350,000		

1. GENERAL INFORMATION

Project Name: Isandlwana bulk upgrade – feasibility study	Programme: Ensure supply meets demand	Project No. 04
Project Budget: R 100,000.00	Wards: 3/4	LM: Nquthu
Strategic Objective: Develop comprehensive plans to address supply / demand	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1st QTR 30 Sept	2nd QTR 31 Dec	3rd QTR 31 Mar	4th QTR 30 Jun	Comments
Complete feasibility study.	Appoint Consultant	Complete Feasibility Study			

4. FINANCIAL INFORMATION

Project Budget	1st QTR 30 Sept		2nd QTR 31 Dec		3rd QTR 31 Mar		4th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
100,000.00	0		70,000		30,000				

1. GENERAL INFORMATION

Project Name: Nquthu WTW Upgrade phase 2 – feasibility study	Programme: Ensure supply meets demand	Project No. 05
Project Budget: R 200,000.00	Wards: 12	LM: Nquthu
Strategic Objective: Develop comprehensive plans to address supply / demand	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete feasibility study.		Appoint Consultant	Complete Feasibility Study		

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
200,000.00	0		50,000		150,000				

1. GENERAL INFORMATION

Project Name: Mpathi Dams – maintenance of spillway	Programme: Maintain dams to at least comply with dam safety legislation	Project No. 06
Project Budget: R 834,500.00	Wards: 2	LM: Endumeni
Strategic Objective: Ensure proper asset management	Strategic Outcome: Water resource adequacy: Infrastructure Stability	

2. OUTCOMES

Strategic Outcome	Target
Water resource adequacy: Infrastructure Stability	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Maintain Spillway as recommended in Dam Safety Report by Professional Engineer	Completed Dam Safety Report	Complete specifications and Tender documentation	Complete maintenance work		

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
834,500.00			134,500		600,000		100,000		

1. GENERAL INFORMATION

Project Name: Donald Mchardy Dam – Spillway maintenance	Programme: Maintain dams to at least comply with dam safety legislation	Project No. 07
Project Budget: R 1,080,000.00	Wards: 2	LM: eNdumeni
Strategic Objective: Ensure proper asset management	Strategic Outcome: Water resource adequacy / Infrastructure Stability	

2. OUTCOMES

Strategic Outcome	Target
Water resource adequacy: Infrastructure Stability	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Maintain Spillway as recommended in Dam Safety Report by Professional Engineer	Completed Dam Safety Report	Complete specifications and Tender documentation	Complete maintenance work		

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
1,080,000.00			80,000		900,000		100,000		

1. GENERAL INFORMATION

Project Name: Lake Merthly – Stabilise Dam Wall	Programme: Maintain dams to at least comply with dam safety legislation	Project No. 08
Project Budget: R 750,000.00	Wards: 10	LM: uMvoti
Strategic Objective: Ensure proper asset management	Strategic Outcome: Water resource adequacy: Infrastructure Stability	

2. OUTCOMES

Strategic Outcome	Target
Water resource adequacy: Infrastructure Stability	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Maintain Spillway as recommended in Dam Safety Report by Professional Engineer	Completed Dam Safety Report	Complete specifications and Tender documentation	Complete maintenance work		

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
750,000.00			50,000		600,000		100,000		

1. GENERAL INFORMATION

Project Name: Biggaresburg WTP – Balancing Dam Lining and Cleaning	Programme: Replace / Refurbish Ageing Infrastructure	Project No. 09
Project Budget: R 1,050,000.00	Wards: 2	LM: eNdumeni
Strategic Objective: Ensure proper asset management	Strategic Outcome: Infrastructure Stability	

2. OUTCOMES

Strategic Outcome	Target
Infrastructure Stability	5. June 2012

2. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Clean Out And Reline Raw Water Balancing Dam	Appoint contractors	Complete cleaning out and relining			

3. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
1,050,000.00			700,000		350,000				

1. GENERAL INFORMATION

Project Name: Ruigtefontein Bulk (Counterfunding)	Programme: Contribute to backlog eradication	Project No. 10
Project Budget: R 202,299	Wards: 1	LM: eNdumeni
Strategic Objective: Develop Comprehensive Plans to address supply / demand		Strategic Outcome: Customer Satisfaction

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete Remaining Snags and Commission Project	Complete remaining Snags.	Commission bulk supply project			

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
202,299.00	102,299		100,000						

1. GENERAL INFORMATION

Project Name: Greytown WWTP – Refurbishment and extensions	Programme: Ensure that all waste water treatment works meet demand	Project No. 11
Project Budget: R 3,000,000.00	Wards: 9	LM: Umvoti
Strategic Objective: Ensure that waste and wastewater quality meets standards	Strategic Outcome: Product quality (Blue and green drop requirements)	

2. OUTCOMES

Strategic Outcome	Target
Product quality (Green Drop requirements)	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete refurbishment and extensions.	Appoint Professional Engineers	Design Extensions and approve designs	Compile Tender documents and invite tenders	Complete Implementation and commission.	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
3,000,000.00			150,000		150,000		2,700,000		

1. GENERAL INFORMATION

Project Name: Dundee WWTP – Refurbishment and extensions	Programme: Ensure that all waste water treatment works meet standards	Project No. 12
Project Budget: R 5,000,000.00	Wards: 6	LM: Endumeni
Strategic Objective: Ensure that water and waste water quality meets standard	Strategic Outcome: Product quality (Blue and green drop requirements)	

2. OUTCOMES

Strategic Outcome	Target
Product quality (Green drop requirements)	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete refurbishment and extensions.	Appoint Professional Engineers	Design Extensions and approve designs	Compile Tender documents and invite tenders	Complete Implementation and commission.	

2. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
5,000,000.00			200,000		250,000		4,550,000		

1. GENERAL INFORMATION

Project Name: Biggarsburg WTP – Upgrade Chlorine and Lime Dosing Systems	Programme: Ensure that all water treatment works meet water quality standards	Project No. 13
Project Budget: R 500,000.00	Wards: 2	LM: eNdumeni
Strategic Objective: Ensure that water and waste water quality meets standard	Strategic Outcome: Product quality (Blue and green drop requirements)	

2. OUTCOMES

Strategic Outcome	Target
Product quality (Green drop requirements)	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete upgrade of Chlorine and Lime Dosing Systems.		Design Extensions and Compile Tender documents.	Invite tenders and appoint contractor	Complete Implementation and commission.	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
500,000.00	0		0		50,000		450,000		

1. GENERAL INFORMATION

Project Name: Biggarsburg WTP – Backwash Recovery and Sludge Handling	Programme: Ensure supply meets demand	Project No. 14
Project Budget: R 1,500,000.00	Wards: 2	LM: eNdumeni
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete Implementation of Backwash Recovery and sludge handling facilities.	Appoint Professional Engineers	Design Extensions and approve designs	Compile Tender documents and invite tenders	Complete Implementation and commission.	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
1,500,000.00	0		0		800,000		700,000		

1. GENERAL INFORMATION

Project Name: Biggarsburg WTP – Palisade Fencing	Programme: Improve workplace safety and security	Project No. 15
Project Budget: R 800,000.00	Wards: 2	LM: eNdumeni
Strategic Objective: Ensure good corporate governance by properly managing risks		Strategic Outcome: Operational resiliency

2. OUTCOMES

Strategic Outcome	Target
Operational resiliency	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete Installation of Palisade Fence around WTP		Complete Specification and Tender Documents	Appoint Contactor	Complete Fence Installation	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
800,000.00	0		0		500,000		300,000		

1. GENERAL INFORMATION

Project Name: Biggaersburg WTP – workshop and pipe store	Programme: Ensure that business systems, facilities and tools support efficiency	Project No. 16
Project Budget: R 500,000.00	Wards: 2	LM: eNdumeni
Strategic Objective: Ensure operational competence	Strategic Outcome: Operational optimisation	

2. OUTCOMES

Strategic Outcome	Target
Operational optimisation	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete building workshop and pipe store.		Complete design, specification and tender documents	Appoint contractor.	Complete building the workshop and pipe store.	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
500,000.00	0		0		200,000		300,000		

1. GENERAL INFORMATION

Project Name: Tayside - upgrade transformer to enable electricity supply increase	Programme: Ensure supply meets demand	Project No. 17
Project Budget: R 500,000.00	Wards: 6	LM: eNdumeni
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete Transformer Upgrade			Complete transformer upgrade		

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
500,000.00					500,000				

1. GENERAL INFORMATION

Project Name: Gordon (Pomeroy) upgrade supply using groundwater	Programme: Ensure supply meets demand	Project No. 18
Project Budget: R 319,990.00	Wards: 17	LM: Msinga
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete Upgrade of the Scheme	Establish and test groundwater source	Complete and Commission upgrade			

2. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
319,990.00	100,000		218,990						

1. GENERAL INFORMATION

Project Name: Gxoshaneni – extend cwaka infrastructure to supplement supply	Programme: Ensure supply meets demand	Project No. 19
Project Budget: R 600,000.00	Wards:	LM: Msinga
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete pipeline from Cwaka to Gxoshaneni to improve water supply at Gxoshaneni			Complete pipeline extension		

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
600,000.00			100,000		500,000				

1. GENERAL INFORMATION

Project Name: Glencoe – upgrade rising main from civic hall pump station to Botha st	Programme: Replace / refurbish / upgrade ageing infrastructure	Project No. 20
Project Budget: R 650,000.00	Wards: 1	LM: Endumeni
Strategic Objective: Ensure proper asset management	Strategic Outcome: Infrastructure Stability	

2. OUTCOMES

Strategic Outcome	Target
Infrastructure Stability	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete laying new sewer rising main from civic hall pump station to Botha Street		Compile specifications and tender documents	Complete laying rising main		

2. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
650,000.00			50,000		500,000		100,000		

1. GENERAL INFORMATION

Project Name: Uithoek – upgrade pump station	Programme: Replace / refurbish / upgrade ageing infrastructure	Project No. 21
Project Budget: R 18,899.00	Wards: 1	LM: Endumeni
Strategic Objective: Ensure proper asset management	Strategic Outcome: Infrastructure Stability	

2. OUTCOMES

Strategic Outcome	Target
Infrastructure Stability	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1st QTR 30 Sept	2nd QTR 31 Dec	3rd QTR 31 Mar	4th QTR 30 Jun	Comments
Complete upgrade of pump station	Complete design and tender documentation	Complete implementation			

4. FINANCIAL INFORMATION

Project Budget	1st QTR 30 Sept		2nd QTR 31 Dec		3rd QTR 31 Mar		4th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
18,899.00			18,899						

1. GENERAL INFORMATION

Project Name: Glencoe – replace 200 AC main in Doyle rd from Gandhi rd to Biggar Street	Programme: Replace / refurbish / upgrade ageing infrastructure	Project No. 22
Project Budget: R 600,000.00	Wards: 1	LM: Endumeni
Strategic Objective: Ensure proper asset management	Strategic Outcome: Infrastructure Stability	

2. OUTCOMES

Strategic Outcome	Target
Infrastructure Stability	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete replacement of the 200 AC main		Complete Specifications and tender documents	Complete implementation and commission.		

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
600,000.00			60,000		500,000		40,000		

1. GENERAL INFORMATION

Project Name: Glencoe – replace 160 AC pipe cnr coronation and wasbank to cnr wasbank and doyle	Programme: Replace / refurbish / upgrade ageing infrastructure	Project No. 23
Project Budget: R 500,000.00	Wards: 1	LM: Endumeni
Strategic Objective: Ensure proper asset management	Strategic Outcome: Infrastructure Stability	

2. OUTCOMES

Strategic Outcome	Target
Infrastructure Stability	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete replacing the 160 AC pipe	Complete specification and tender documentation	Complete implementation			

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
500,000.00	50,000		400,000		50,000				

1. GENERAL INFORMATION

Project Name: Glencoe – replace 50 AC Main Cnr Shroeder and wasbank to cnr Biggar and Doyle	Programme: Replace / refurbish / upgrade ageing infrastructure	Project No. 24
Project Budget: R 300,000.00	Wards: 1	LM: Endumeni
Strategic Objective: Ensure proper asset management	Strategic Outcome: Infrastructure Stability	

2. OUTCOMES

Strategic Outcome	Target
Infrastructure Stability	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete replacing the 50mm AC pipe	Complete specification and tender documentation	Complete implementation			

2. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
300,000.00	30,000		200,000		70,000				

1. GENERAL INFORMATION

Project Name: Glencoe – replace 5 steel pipe in Karel Landman st with 160 Upvc	Programme: Replace / refurbish / upgrade ageing infrastructure	Project No. 25
Project Budget: R 600,000.00	Wards: 1	LM: Endumeni
Strategic Objective: Ensure proper asset management	Strategic Outcome: Infrastructure Stability	

2. OUTCOMES

Strategic Outcome	Target
Infrastructure Stability	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete replacing the 160mm AC pipe	Complete specification and tender documentation	Complete implementation			

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
600,000.00	60,000		500,000		40,000				

1. GENERAL INFORMATION

Project Name: Isandlwana WTP – New Borehole	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 26
Project Budget: R 320,000.00	Wards: 4	LM: Nguthu
Strategic Objective: Develop comprehensive plans to address supply / demand challenges		Strategic Outcome: Customer Satisfaction

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and connection to reticulation system	Complete ground water resource investigation	Compile tender documentation and appoint contractor	Complete implementation of project and commission		

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
320,000.00	20,000		50,000		200,000		50,000		

1. GENERAL INFORMATION

Project Name: Vants Drift WTP – New Borehole	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 27
Project Budget: R 285,175.00	Wards: 12	LM: Nguthu
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and connection to bulk / reticulation system		Complete ground water resource investigation	Compile tender documentation and appoint contractor	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
285,175.00	0		35,175		50,000		200,000		

1. GENERAL INFORMATION

Project Name: KeatsDrift WTP – Drill and equip new borehole	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 28
Project Budget: R 50,000.00	Wards: 11	LM: Msinga
Strategic Objective: Develop comprehensive plans to address supply / demand challenges		Strategic Outcome: Customer Satisfaction

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and connect to bulk / reticulation system		Complete ground water resource investigation	Complete design and specification	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
50,000.00	0		0		20,000		30,000		

1. GENERAL INFORMATION

Project Name: Kranskop – refurbish all borehole rooms	Programme: Replace / Refurbish / Upgrade Ageing Infrastructure	Project No. 29
Project Budget: R 400,000.00	Wards: 5	LM: Umvoti
Strategic Objective: Ensure Proper Assets Management	Strategic Outcome: Infrastructure Stability	

2. OUTCOMES

Strategic Outcome	Target
Infrastructure Stability	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete refurbishment of borehole rooms	Complete tender documents and appoint contractor	Complete implementation of project			

2. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
400,000.00	40,000		260,000		100,000				

1. GENERAL INFORMATION

Project Name: Kranskop - Upgrade the submersible pump with standby and electrical	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 30
Project Budget: R 34,895.00	Wards: 5	LM: Umvoti
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	4. June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of standby pump set and commission		Purchase and install new pumpset and electrical installation.			

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
34,895.00	0		34,895						

1. GENERAL INFORMATION

Project Name: Engome – extend infrastructure or sink borehole to replace tankers	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 31
Project Budget: R 150,000.00	Wards: 5	LM: Msinga
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and connect to bulk / reticulation system		Complete ground water resource investigation	Compile tender documentation and appoint contractor	Complete implementation of project and commission	

2. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
150,000.00	0		15,000		10,000		125,000		

1. GENERAL INFORMATION

Project Name: Mumbé – source ground water to supplement supply	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 32
Project Budget: R 200,000.00	Wards: 17	LM: Msinga
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	4. June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and connect to bulk / reticulation system		Complete ground water resource investigation	Compile tender documentation and appoint contractor	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
200,000.00	0		20,000		10,000		170,000		

1. GENERAL INFORMATION

Project Name: Extension 3 (Pomeroy) – source ground water to supplement supply	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 33
Project Budget: R 575,101.00	Wards: 17	LM: Msinga
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and connect to bulk / reticulation system	Complete ground water resource investigation	Compile tender documentation and appoint contractor	Complete implementation of project and commission		

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
575,101.00	15,000		50,000		300,000		200,000		

1. GENERAL INFORMATION

Project Name: Mbindolo (Pomeroy) – source ground water to supplement supply	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 34
Project Budget: R 1,700,000.00	Wards: 16 / 17	LM: Msinga
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and connect to bulk / reticulation system		Complete ground water resource investigation	Compile tender documentation and appoint contractor	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
1,700,000.00	0		50,000		650,000		1,000,000		

1. GENERAL INFORMATION

Project Name: Oqothweni – source ground water to supplement supply	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 35
Project Budget: R 198,227.00	Wards: 17	LM: Msinga
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and connect to bulk / reticulation system		Complete ground water resource investigation	Complete design and specification	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
198,227.00	0		28,227		70,000		100,000		

1. GENERAL INFORMATION

Project Name: Pubrook Farm (Umvoti) – source ground water to supplement supply	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 36
Project Budget: R 110,000.00	Wards: 9	LM: Umvoti
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and connect to bulk / reticulation system		Complete ground water resource investigation	Complete design and specification	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
110,000.00	0		10,000		50,000		50,000		

1. GENERAL INFORMATION

Project Name: Mthembu west	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 37
Project Budget: R 700,000.00	Wards: 9	LM: Msinga
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and connect to bulk / reticulation system		Complete ground water resource investigation	Compile tender documentation and appoint contractor	Complete implementation of project and commission	

2. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
700,000.00	0		20,000		330,000		350,000		

1. GENERAL INFORMATION

Project Name: Refurbishment and upgrading of Mhlangana	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 38
Project Budget: R 651,798.00	Wards: 11/12	LM: Msinga
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete refurbishment and installation of new borehole and connect to bulk / reticulation	Assess scheme and detail required repairs	Complete ground water resource investigation	Compile tender documentation and appoint contractor	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
651,798.00	0		51,798		350,000		250,000		

1. GENERAL INFORMATION

Project Name: Upgrade network – Nkalane	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 39
Project Budget: R 155,000.00	Wards: 1	LM: Msinga
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new reticulation pipework		Complete design of upgrade	Complete design and specification	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
155,000.00	0		25,000		80,000		50,000		

1. GENERAL INFORMATION

Project Name: Wasbank – pipeline extension and borehole to replace tanker delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 40
Project Budget: R 154,273.00	Wards: 3	LM: Endumeni
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and connect to bulk / reticulation system		Complete ground water resource investigation	Design extension, compile specifications	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
154,273.00	0		24,273		50,000		80,000		

1. GENERAL INFORMATION

Project Name: Tandanani - borehole to replace tanker delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 41
Project Budget: R 257,593.00	Wards: 3	LM: Endumeni
Strategic Objective: Develop comprehensive plans to address supply / demand challenges		Strategic Outcome: Customer Satisfaction

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and reticulation system		Complete ground water resource investigation	Compile tender documentation and appoint contractor	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
257,593.00	0		17,593		140,000		100,000		

1. GENERAL INFORMATION

Project Name: Dingle day - borehole to replace tanker delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 42
Project Budget: R 201,110.00	Wards: 3	LM: Endumeni
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and reticulation system		Complete ground water resource investigation	Complete design and specification	Complete implementation of project and commission	

2. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
201,110.00	0		20,000		81,110		100,000		

1. GENERAL INFORMATION

Project Name: Endumeni - borehole to replace tanker delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 43
Project Budget: R 234,051.00	Wards: 3	LM: Endumeni
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1st QTR 30 Sept	2nd QTR 31 Dec	3rd QTR 31 Mar	4th QTR 30 Jun	Comments
Complete installation of new borehole and reticulation system		Complete ground water resource investigation	Compile tender documentation and appoint contractor	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1st QTR 30 Sept		2nd QTR 31 Dec		3rd QTR 31 Mar		4th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
234,051.00	0		14,051		120,000		100,000		

1. GENERAL INFORMATION

Project Name: Kwampukane - borehole to replace tanker delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 44
Project Budget: R 235,803.00	Wards: 3	LM: Endumeni
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

3. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and reticulation system		Complete ground water resource investigation	Compile tender documentation and appoint contractor	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
235,803.00	0		15,803		130,000		90,000		

1. GENERAL INFORMATION

Project Name: Magundwaneni - borehole to replace tanker delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 45
Project Budget: R 113,295.00	Wards: 3	LM: Endumeni
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and reticulation system		Complete ground water resource investigation	Complete design and specification	Complete implementation of project and commission	

2. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
113,295.00	0		13,295		80,000		20,000		

1. GENERAL INFORMATION

Project Name: Fahlaza – 5 Boreholes to Replace Tanker Delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No: 46
Project Budget: R 151, 940.00	Wards: 4	LM: Nguthu
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new boreholes and reticulation system		Complete ground water resource investigation	Complete design and specification	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
151, 940.00	0		51,940		70,000		30,000		

1. GENERAL INFORMATION

Project Name: Chibide – Boreholes to Replace Tanker Delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No: 47
Project Budget: R 87, 585.00	Wards: 2	LM: Nguthu
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and reticulation system		Complete ground water resource investigation	Complete design and specification	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
87, 585.00	0		17,585		50,000		20,000		

1. GENERAL INFORMATION

Project Name: Ntinini – 16 Boreholes to Replace Tanker Delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 48
Project Budget: R 807,692.00	Wards: 14	LM: Nguthu
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and reticulation system		Complete ground water resource investigation	Compile tender documentation and appoint contractor	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
807, 692.00	0		207,692		350,000		250,000		

1. GENERAL INFORMATION

Project Name: Nhlabamkhosi - Boreholes to Replace Tanker Delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 49
Project Budget: R 47,585.00	Wards: 14	LM: Nguthu
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and reticulation system		Complete ground water resource investigation	Complete design and specification	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
47,585.00	0		17,585		20,000		10,000		

1. GENERAL INFORMATION

Project Name: Mfaziwemfene - 3 Boreholes to Replace Tanker Delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 50
Project Budget: R 172, 932.00	Wards: 14	LM: Nquthu
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and reticulation system		Complete ground water resource investigation	Compile tender documentation and appoint contractor	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
172, 932.00	0		52,932		100,00		20,00		

1. GENERAL INFORMATION

Project Name: Emkhovini - 3 Boreholes to Replace Tanker Delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 51
Project Budget: R 172, 932.00	Wards: 15	LM: Nguthu
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and reticulation system		Complete ground water resource investigation	Compile tender documentation and appoint contractor	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
172, 932.00	0		52,932		100,000		20,000		

1. GENERAL INFORMATION

Project Name: Mhlopheni - Boreholes to Replace Tanker Delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 52
Project Budget: R 277,585.00	Wards: 15	LM: Nguthu
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and reticulation system		Complete ground water resource investigation	Compile tender documentation and appoint contractor	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
277,585.00	0		37,585		130,00		110,00		

1. GENERAL INFORMATION

Project Name: Kwanyezi - Extend infrastructure to Replace Tanker Delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 53
Project Budget: R 248, 784.00	Wards: 4	LM: Nquthu
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and connect to bulk / reticulation system		Complete ground water investigation and design extension	Compile tender documentation and appoint contractor	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R 248, 784	0		38,784		110,000		100,000		

1. GENERAL INFORMATION

Project Name: Mkhuzeni	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 54
Project Budget: R 362, 757.00	Wards: 1	LM: Msinga
Strategic Objective: Develop comprehensive plans to address supply / demand challenges		Strategic Outcome: Customer Satisfaction

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and connect to bulk / reticulation system		Complete ground water resource investigation	Compile tender documentation and appoint contractor	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
362, 757.00	0		22,757		240,000		100,000		

1. GENERAL INFORMATION

Project Name: Vumbuka - Boreholes to Replace Tanker Delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 55
Project Budget: R 257, 536.00	Wards: 3	LM: Endumeni
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new boreholes and reticulation system		Complete ground water resource investigation	Compile tender documentation and appoint contractor	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
257, 536.00	0		37,536		120,000		100,000		

1. GENERAL INFORMATION

Project Name: Ntibane - Boreholes to Replace Tanker Delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 56
Project Budget: R 257, 422.00	Wards: 3	LM: Endumeni
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new boreholes and reticulation system		Complete ground water resource investigation	Compile tender documentation and appoint contractor	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
257, 422.00	0		37,422		120,000		100,000		

1. GENERAL INFORMATION

Project Name: Ensongweni - Boreholes to Replace Tanker Delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 57
Project Budget: R 187,536.00	Wards: 10	LM: Endumeni
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new boreholes and reticulation system		Complete ground water resource investigation	Compile tender documentation and appoint contractor	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
187, 536.00	0		37,536		110,000		40,000		

1. GENERAL INFORMATION

Project Name: Emsoyini- Boreholes to Replace Tanker Delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 58
Project Budget: R 47, 536.00	Wards: 10	LM: Endumeni
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new boreholes and reticulation system		Complete ground water resource investigation	Complete design and specification	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
47, 536.00	0		27,536		10,000		10,000		

1. GENERAL INFORMATION

Project Name: Nguthu ward 1 - Feasibility study for Tanker Delivery Replacement	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 59
Project Budget: R 280, 456.00	Wards: 1	LM: Nguthu
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete feasibility study.	Appoint consultant	Complete ground water investigation	Complete feasibility study report		

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R 280, 456	0		30,456		250,000				

1. GENERAL INFORMATION

Project Name: Vuna, Mabululwane, Magola & Ohlahla to Replace Tanker Delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 60
Project Budget: R 278, 820.00	Wards: 5	LM: Nguthu
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new boreholes and reticulation system		Complete ground water resource investigation	Compile tender documentation and appoint contractor	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
278, 820.00	0		78,820		120,000		80,000		

1. GENERAL INFORMATION

Project Name: Itshelendlovu- Production Borehole to Replace Tanker Delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 61
Project Budget: R 174, 504.00	Wards: 3	LM: Nguthu
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and reticulation system		Complete ground water resource investigation	Compile tender documentation and appoint contractor	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
174, 504.00	0		14,504		100,000		60,000		

1. GENERAL INFORMATION

Project Name: Nhlokomo - Production Borehole to Replace Tanker Delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 62
Project Budget: R 174, 504.00	Wards: 14	LM: Nguthu
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete installation of new borehole and reticulation system		Complete ground water resource investigation	Complete design and specification	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
174, 504.00	0		24,504		120,000		30,000		

1. GENERAL INFORMATION

Project Name: Tlokweng – Pipeline Extension to Replace Tanker Delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 63
Project Budget: R 74, 504.00	Wards: 13	LM: Nguthu
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete extension of existing pipeline to serve the area		Complete design and specification	Complete implementation of project and commission		

2. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
74, 504.00	0		14,504		60,000				

1. GENERAL INFORMATION

Project Name: Kwabiya – Pipeline to Replace Tanker Delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 64
Project Budget: R 37,585.00	Wards: 8	LM: Nguthu
Strategic Objective: Develop comprehensive plans to address supply / demand challenges		Strategic Outcome: Customer Satisfaction

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete extension of existing pipe network to serve the area		Complete design and specification	Complete implementation of project and commission		

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
37, 585.00					37,585				

1. GENERAL INFORMATION

Project Name: Casino – Pipeline Extension to Replace Tanker Delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 65
Project Budget: R 17,585.00	Wards: 8	LM: Nguthu
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete extension of existing pipe network to serve the area		Complete design and specification	Complete implementation of project and commission		

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
17, 585.00					17,585				

1. GENERAL INFORMATION

Project Name: Isandlwane – Network to be Extended to Replace Tanker Delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 66
Project Budget: R 277, 585.00	Wards: 4	LM: Nguthu
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete extension of existing pipe network to serve the area		Complete design and specification	Complete implementation of project and commission		

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
277, 585.00					277,585				

1. GENERAL INFORMATION

Project Name: Mngxangala - 4 Boreholes to Replace Tanker Delivery	Programme: Implement rudimentary schemes to ensure supply meets demand and eliminate tanker deliveries	Project No. 67
Project Budget: R 206, 695.00	Wards: 2	LM: Nguthu
Strategic Objective: Develop comprehensive plans to address supply / demand challenges	Strategic Outcome: Customer Satisfaction	

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete borehole and pipework installation		Investigate ground water source	Complete design and specification	Complete implementation of project and commission	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
206, 695.00	0		76,695		80,000		50,000		

DELIVERY PROJECTS

AMAJUBA DISTRICT MUNICIPALITY

1. GENERAL INFORMATION

Project Name: New Hattingspruit Reservoir	Programme: Ensure Supply Meets Demand	Project No. 01
Project Budget: 2,200,000	Wards: 2	LM: Dannhauser
Strategic Objective: Develop Comprehensive Plans to Address Supply / Demand Challenges		Strategic Outcome: Customer Satisfaction

2. OUTCOMES

Strategic Outcome	Target
Customer Satisfaction	5. June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete Building New Reservoir at Hattingspruit		Carry out design and compile tender documents	Appoint Contractor	Complete Implementation and commission.	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
2,200,000	0		200,000		1,000,000		1,000,000		

1. GENERAL INFORMATION

Project Name: Verdruk Dam – Replacement of Sluice Gates and V-Notch	Programme: Maintain Dams to at Least Comply With Dam Safety Legislation	Project No. 02
Project Budget: 644,400	Wards: 2	LM: Dannhauser
Strategic Objective: Ensure Proper Assets Management	Strategic Outcome: Infrastructure Stability / Water Resource Adequacy.	

2. OUTCOMES

Strategic Outcome	Target
Infrastructure Stability / Water Resource Adequacy.	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete Dam Maintenance as per Dam Safety Report.	Complete Dam Inspection by Approved Professional Engineer	Draw specifications and tender documents for repairs	Complete Repair Work.		

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
644,400	44,400		50,000		400,000		150,000		

DELIVERY PROJECTS

NEWCASTLE MUNICIPALITY

1. GENERAL INFORMATION

Project Name: Refurbish Madadeni Sewer Pump Stations	Programme: Minimise Sewer Spillages	Project No. 01
Project Budget: R 1,400,000	Wards: 20/23/24/26/27/28	LM: Newcastle
Strategic Objective: Ensure Proper Asset Management	Strategic Outcome: Community / Environmental Sustainability	

2. OUTCOMES

Strategic Outcome	Target
Community / Environmental Sustainability	5. June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete Pump Station Refurbishment		Draw specification and compile tender documents	Appoint Contractors	Complete pump station refurbishment	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
1,400,000	0		50,000		700,000		650,000		

1. GENERAL INFORMATION

Project Name: Ntshingwayo Dam Raw Water Line Refurbishment / New Manifold	Programme: Refurbish / Renew Ageing Infrastructure	Project No. 02
Project Budget: R 1,648,131	Wards: 21	LM: Newcastle
Strategic Objective: Ensure Proper Assets Management	Strategic Outcome: Infrastructure Stability / Water Resource Adequacy	

2. OUTCOMES

Strategic Outcome	Target
Infrastructure Stability / Water Resource Adequacy	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete Pipeline Refurbishment and new manifold	Complete Pipeline Inspection	Draw specifications and invite tenders	Complete New Manifold.	Complete Pipeline Refurbishment	

4. FINANCIAL INFORMATION

5.

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R 1,648,131	0		248,131		700,000		700,000		

1. GENERAL INFORMATION

Project Name: Ntshingwayo Dam Raw Water Line Refurbishment – Phase 2	Programme: Refurbish / Renew Ageing Infrastructure	Project No. 03
Project Budget: R 500,000.00	Wards: 21	LM: Newcastle
Strategic Objective: Ensure Proper Assets Management	Strategic Outcome: Infrastructure Stability / Water Resource Adequacy	

2. OUTCOMES

Strategic Outcome	Target
Infrastructure Stability / Water Resource Adequacy	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete Pipeline Refurbishment		Draw specifications and invite tenders	50 % Complete Pipeline Refurbishment	Complete Pipeline Refurbishment	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
500,000	0		50,000		200,000		250,000		

1. GENERAL INFORMATION

Project Name: Ngagane WTP – Backwash Recovery and Sludge Dewatering Feasibility Study	Programme: Ensure that water supply meets demand	Project No. 04
Project Budget: R 151,250	Wards: 21	LM: Newcastle
Strategic Objective: Develop Comprehensive Plans to Address Supply/Demand Challenges	Strategic Outcome: Water Resource Adequacy	

2. OUTCOMES

Strategic Outcome	Target
Water Resource Adequacy	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete Feasibility Study			Appoint Consultant	Complete Feasibility Study	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R 151,250	0		0		0		R 151,250		

1. GENERAL INFORMATION

Project Name: Ngagane WTP – Plant Res 2 – New Manifold Phase 2 + Motor Chlorine and Lime System	Programme: Ensure Water Supply Meets Demand	Project No. 05
Project Budget: R 4,294,373	Wards: 21	LM: Newcastle
Strategic Objective: Develop Comprehensive Plans to Address Supply/Demand Challenges	Strategic Outcome: Operational Optimization	

2. OUTCOMES

Strategic Outcome	Target
Operational Optimization	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
R 4,294,373		Complete design and compile tender documents	Complete implementation		

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
	0		94,273		2,500,000		1,700,000		

1. GENERAL INFORMATION

Project Name: Refurbish Storage Tanks for Manzana, Dicks, Johnston	Programme: Refurbish / Renew Ageing Infrastructure	Project No. 06
Project Budget: R 150,801	Wards: 6	LM: Newcastle
Strategic Objective: Ensure Proper Assets Management	Strategic Outcome: Infrastructure Stability	

2. OUTCOMES

Strategic Outcome	Target
Infrastructure Stability	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete Refurbishment of the Assets		Complete Refurbishment of the Assets			

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R 150,801	0		R 150,801						

DELIVERY PROJECTS

HEAD OFFICE

1. GENERAL INFORMATION

Project Name: Inventory System & SCM Database	Programme: Improve Financial Controls	Project No. 01
Project Budget: 1,000,000	Wards:	LM:
Strategic Objective: Ensure Effective Financial Management Processes	Strategic Outcome: Financial Viability / Operational Optimisation	

2. OUTCOMES

Strategic Outcome	Target
Financial Viability / Operational Optimisation	5. June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete Implementation of Inventory System & SCM Database	Finalise Location of Central Stores	Build Stores including required offices	Implement Inventory and SCM Database modules.	Train staff	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
1,000,000	0		900,000		95,000		5,000		

1. GENERAL INFORMATION

Project Name: New HR Software	Programme: Improve Management of Human Resources	Project No. 02
Project Budget: R 100,000	Wards:	LM:
Strategic Objective: Ensure Good Corporate Governance	Strategic Outcome: Operational Optimization	

2. OUTCOMES

Strategic Outcome	Target
Operational Optimization	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete Implementation of HR System	Acquire Software. Customize system and populate data	All users trained			

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
	70,000		30,000						

1. GENERAL INFORMATION

Project Name: Administrative / Technical Capital needs.	Programme: Ensure employees have the right tools / facilities for administrative /technical activities.	Project No. 03
Project Budget: 2,000,000	Wards:	LM:
Strategic Objective: Ensure Operational Competence	Strategic Outcome: Operational Optimisation.	

2. OUTCOMES

Strategic Outcome	Target
Operational Optimisation	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Procure the required tools / facilities / equipment as per detailed listing	30 % of items acquired	60 % of items acquired	90 % of items acquired	100 % of items acquired	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
2,000,000	600,000		600,000		650,000		150,000		

1. GENERAL INFORMATION

Project Name: Office Furniture	Programme: Ensure employees have the right tools / facilities for administrative /technical activities.	Project No. 04
Project Budget: R 100,000	Wards:	LM:
Strategic Objective: Ensure Operational Competence	Strategic Outcome: Operational Optimisation.	

2. OUTCOMES

Strategic Outcome	Target
Operational Optimisation.	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Procure All Required Furniture as listed	40 % of items purchased	80 % of items purchased	100 % of items purchased		

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R 100,000	40,000		40,000		20,000				

1. GENERAL INFORMATION

Project Name: LIMS SOFTWARE	Programme: Ensure Laboratory has required equipment and systems to meet the quantity and quality requirements.	Project No. 05
Project Budget: R 500,000	Wards:	LM:
Strategic Objective: Ensure That Water and Wastewater Quality Meets Standards	Strategic Outcome: Product Quality (Blue & Green Drop Requirements)	

2. OUTCOMES

Strategic Outcome	Target
Product Quality (Blue & Green Drop Requirements)	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1st QTR 30 Sept	2nd QTR 31 Dec	3rd QTR 31 Mar	4th QTR 30 Jun	Comments
Procure Software. Implement software and train staff.	Software purchased (delivered)	Software customised and data loaded	All users fully trained		

4. FINANCIAL INFORMATION

Project Budget	1st QTR 30 Sept		2nd QTR 31 Dec		3rd QTR 31 Mar		4th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
500,000	350,000		100,000		50,000				

1. GENERAL INFORMATION

Project Name: Purchase the following equipment :- -Ammonia distillation system. -Chlorine meter -Turbidity meter -Conductivity meter -pH meter -Ultra Pure Water System for AA	Programme: Ensure Laboratory has required equipment and systems to meet the quantity and quality requirements.	Project No. 06
Project Budget: R 470,000	Wards:	LM:
Strategic Objective: Ensure That Water and Wastewater Quality Meets Standards	Strategic Outcome: Product Quality (Blue & Green Drop Requirements)	

2. OUTCOMES

Strategic Outcome Product Quality (Blue & Green Drop Requirements)	Target 30 June 2012
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3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
All listed Equipment purchased (delivered)	Tenders invited.	All equipment purchased and delivered			

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
470,000	0		470,000						

1. GENERAL INFORMATION

Project Name: Implement Water Management Information System	Programme: Upgrade business systems to improve efficiencies	Project No. 07
Project Budget: R 370,200	Wards:	LM:
Strategic Objective: Ensure Operational Competence	Strategic Outcome: Operational Optimisation.	

2. OUTCOMES

Strategic Outcome	Target
Operational Optimisation.	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete Hardware Installation and Customisation of System. Train all users	Install all required hardware. Customise System.	Train All Users.			

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
370,200	300,000		70,200						

1. GENERAL INFORMATION

Project Name: Water Loss Management (Metering)	Programme: Ensure water conservation / demand management	Project No. 08
Project Budget: R 1,000,000	Wards:	LM:
Strategic Objective: Ensure Proper Assets Management	Strategic Outcome: Water resource adequacy / Infrastructure Stability.	

2. OUTCOMES

Strategic Outcome	Target
Water resource adequacy / Infrastructure Stability.	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
All identified bulk and zone meters purchased and installed.		Purchase and install all required meters			

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
1,000,000			500,000		500,000				

1. GENERAL INFORMATION

Project Name: Dam Safety Repairs – Specialist Support	Programme: Maintain Dams to at Least Comply with Dam Safety Legislation.	Project No. 09
Project Budget: R 231,056	Wards:	LM:
Strategic Objective: Ensure Proper Assets Management	Strategic Outcome: Water resource adequacy / Infrastructure Stability.	

2. OUTCOMES

Strategic Outcome	Target
Water resource adequacy / Infrastructure Stability.	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete all engineering designs and specifications for all required dam safety repairs and approve critical repair work.	Carry out required dam safety inspections and prepare designs and specifications for repairs	Supervise and approve critical repairs.			

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
231,056	100,000		131,056						

1. GENERAL INFORMATION

Project Name: Remote Monitoring Systems	Programme: Upgrade business systems to improve efficiencies	Project No. 10
Project Budget: R 780,702	Wards:	LM:
Strategic Objective: Ensure Operational Competence	Strategic Outcome: Operational Optimisation.	

2. OUTCOMES

Strategic Outcome	Target
Operational Optimisation.	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete Installation of all required Remote Monitoring Systems		Agree functionality / technical requirements and draft specifications and tender documents.	Implementation 50 % Complete.	Complete implementation.	

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
780,702	0		0		400,000		380,702		

1. GENERAL INFORMATION

Project Name: Infrastructure Masterplan	Programme: Ensure proper infrastructure planning and timely funding applications	Project No. 11
Project Budget: 200,000	Wards:	LM:
Strategic Objective: Comprehensive Plans to Address Supply / Demand Challenges	Strategic Outcome: Water resource adequacy / Customer Satisfaction.	

2. OUTCOMES

Strategic Outcome	Target
Water resource adequacy / Customer Satisfaction.	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete Infrastructure Masterplan for our Area of Supply	Compile IMP and submit to Leadco and parent municipalities for comment	Revise and Finalize IMP.			

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
200,000			200,000						

1. GENERAL INFORMATION

Project Name: IT Hardware and Software	Programme: Upgrade business systems to improve efficiencies	Project No. 12
Project Budget: R 400,000	Wards:	LM:
Strategic Objective: Ensure Operational Competence	Strategic Outcome: Operational Optimisation.	

2. OUTCOMES

Strategic Outcome	Target
Operational Optimisation.	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1st QTR 30 Sept	2nd QTR 31 Dec	3rd QTR 31 Mar	4th QTR 30 Jun	Comments
All IT Hardware and Software purchased and delivered (as listed)		Purchase required Software and hardware			

4. FINANCIAL INFORMATION

Project Budget	1st QTR 30 Sept		2nd QTR 31 Dec		3rd QTR 31 Mar		4th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
400,000	0		400,000						

1. GENERAL INFORMATION

Project Name: Laboratory Building Alterations to Accommodate AA Machine	Programme: Ensure Laboratory has required equipment and systems to meet the quantity and quality requirements.	Project No. 13
Project Budget: R 130,000	Wards: 21	LM: Newcastle
Strategic Objective: Ensure That Water and Wastewater Quality Meets Standards	Strategic Outcome: Product Quality (Blue & Green Drop Requirements)	

2. OUTCOMES

Strategic Outcome	Target
Product Quality (Blue & Green Drop Requirements)	30 June 2012

3. PERFORMANCE INFORMATION

Milestones / key performance areas and targets					
Project Target	1 st QTR 30 Sept	2 nd QTR 31 Dec	3 rd QTR 31 Mar	4 th QTR 30 Jun	Comments
Complete Laboratory building alterations to accommodate AA machine.	Invite Tenders	Complete building alterations			

4. FINANCIAL INFORMATION

Project Budget	1 st QTR 30 Sept		2 nd QTR 31 Dec		3 rd QTR 31 Mar		4 th QTR 30 Jun		Comments
	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
R 130,000	0		R 130,000						

